



**USAID**  
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Programa ProDescentralización

# PRODECENTRALIZATION PROGRAM

ANNUAL REPORT FY 5 2017

OCTOBER 2016 - OCTOBER 2017

## **October 2017**

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## **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# ACRONYMS AND ABBREVIATIONS

AMPE	<i>Asociación de Municipalidades del Perú</i> (Peruvian Municipalities Association)
ANGR	<i>Asamblea Nacional de Gobiernos Regionales</i> (National Assembly of Regional Governments)
APN	<i>Atención Pre-Natal</i> (Prenatal care)
ARA	<i>Autoridad Regional Ambiental</i> (Regional Environmental Authority)
CAT	Training and Technical assistance (capacitación y asistencia técnica)
CENEPRED	<i>Centro Nacional de Estimación, Prevención y Reducción de Riesgos de Desastre</i> (National Center for Disaster Risk Estimation, Prevention and Reduction)
CEPLAN	<i>Centro Nacional de Planeamiento Estratégico</i> (National Center for Strategic Planning)
CGR	<i>Contraloría General de la República</i> (National Comptroller's Office)
CHERL	Comunidad Homosexual Esperanza para la Región Loreto
CONADIS	<i>Consejo Nacional para la Integración de la Persona con Discapacidad</i> (National Council for Disabled people)
COPARE	<i>Consejo Participativo Regional de Educación</i> (Participatory Regional Education Board)
COPALE	<i>Consejo Participativo Local de Educación</i> (Participatory Local Education Board)
CRED	<i>Control del Crecimiento y Desarrollo del Niño Menor de Cinco Años</i> (Growth and development control of children under five years)
CSOs	Civil Society Organizations
DEVIDA	<i>Comisión Nacional para el Desarrollo y Vida sin Drogas</i> (National Commission for Development and Life without Drugs)
DIRESA	<i>Dirección Regional de Salud</i> (Regional Direction of Health)
DP	<i>Defensoría del Pueblo</i> (Ombudsman's Office)
DRE	<i>Dirección Regional de Educación</i> (Regional Direction of Education)
FOCAS	Functional Organization Capacity Assessment
FONIE	<i>Fondo para la Inclusión Económica en Zonas Rurales</i> (Fund for Economic Inclusion in Rural Areas)
FY 2015	Fiscal Year 2015
GGD	<i>Grupo de Gestión Descentralizada</i> (Decentralized Management Groups -DMG, Cluster's)
GIZ	<i>Gesellschaft Für Internationale Zusammenarbeit</i>
GOP	Government of Peru
ICI	Index of the institutional capacities
IGP	<i>Instituto Geofísico del Perú</i> (Geophysical Institute of Peru)
INDECI	<i>Instituto Nacional de Defensa Civil</i> (National Institute of Civil Defense)
JNE	<i>Jurado Nacional de Elecciones</i> (National Jury of Elections)
MCLCP	<i>Mesa de Concertación Para la Lucha Contra la Pobreza</i> (Roundtable on the Fight Against Poverty)
MEF	<i>Ministerio de Economía y Finanzas</i> (Ministry of Economy and Finance)
MIDIS	<i>Ministerio de Desarrollo e Inclusión Social</i> (Ministry of Development and Social Inclusion)
MGD	<i>Matriz de Gestión Descentralizada</i> (Decentralized Management Matrix-MGD)
MIMP	<i>Ministerio de la Mujer y Poblaciones Vulnerables</i> (Ministry of Women and Vulnerable Populations)
MINAM	Ministerio de Ambiente
MINDEF	<i>Ministerio de Defensa</i> (Ministry of Defense)

MINEDU	<i>Ministerio de Educación</i> (Ministry of Education)
MINJUS	<i>Ministerio de Justicia y Derechos Humanos.</i> (Ministry of Justice and Human Rights)
MINSAL	Ministerio de Salud
M&E	Monitoring and Evaluation
ONDS	<i>Oficina Nacional de Diálogo y Sostenibilidad</i> (National Dialogue and Sustainability Office)
ONG	<i>Organización No-Gubernamental</i> (Non-governmental Organizations)
OTEPA-MINEDU	Oficina de Transparencia, Ética Pública y Anticorrupción del MINEDU
PCM	<i>Presidencia del Consejo de Ministros</i> (Prime Minister's Office)
PEI	<i>Plan Estratégico Institucional</i> (Institutional Strategic Plan)
PEMP	<i>Plan Educativo de Mediano Plazo</i> (Mid-Term Education Plan)
PI	<i>Plan de Incentivo Municipal</i> (Municipal Incentive Plan)
PIPs	Public Investment Projects
PMP	Program Monitoring and Evaluation Plan
PNUD	Programa de las Naciones Unidas para el Desarrollo
PUCP	Pontificia Universidad Católica del Perú
QSIP	<i>Plan de Mejora de la Calidad de Servicios</i> (Quality Service Improvement Program)
REMURPE	<i>Red de Municipalidades Rurales del Peru</i> (Peruvian Rural Municipalities Network)
SD/PCM	<i>Secretaría de Descentralización-PCM</i> (Decentralization Secretariat at the Prime Minister's Office)
SERVIR	<i>Autoridad Nacional del Servicio Civil</i> (National Authority on Civil Service)
SGP/PCM	<i>Secretaría de Gestión Pública-PCM</i> (Public Management Secretariat of the Prime Minister Office – PCM)
SINAGERD	<i>Sistema Nacional de Gestión del Riesgo de Desastres</i> (National Disaster Risk Management System)
TA	Technical Assistance
UGEL	<i>Unidad de Gestión Educativa Local</i> (Local Education Management Unit)
UNICEF	United Nations Children Funds
UNAP	Universidad Nacional de la Amazonía Peruana
USAID	United States Agency for International Development



# ANNUAL REPORT

## EXECUTIVE SUMMARY

The fifth and last year of the Program was characterized by the start of a new government administration at the national level, which was characterized by the establishment of ties of coordination with subnational levels of government as a strategy for strengthening governance while facing a national Congress marked by majority opposition.

The GORE-Ejecutivos (coordination/work meetings between the Executive Branch and regional governments) and MUNI-Ejecutivos (similar spaces built with local governments) have been yielding results with respect to improved public management in the territories, although a sector-oriented focus still prevails in coordination efforts which should be overcome with the functioning of the Regional Development Agencies (ARDs in Spanish), legislated into existence through Supreme Decree 022-2017-PCM. In actuality, the ARDs are mechanisms for inter-sectoral and inter-governmental coordination and articulation in a specific territory. They are expected to begin functioning gradually in the different departments by early 2018.

The tensions between the Executive Branch and Congress have been a constant in the relationship between these two branches of the government, and have caused ongoing political polarization on top of the social tensions introduced by the demands of interest groups, especially health and education unions. No progress has been made in approving important reforms, let alone reforms pertaining to decentralization, although at the technical level the Secretariat of Decentralization and Secretariat for Public Administration (SGP in Spanish) have made progress in such areas as administrative simplification and inter-governmental and inter-sectoral coordination, work that has been done with other entities of the Office of the President of the Council of Ministers (PCM in Spanish).

The USAID ProDecentralization Program has focused its efforts on transferring cumulative experience in terms of public policy and strengthening capacities and improvements in the quality of services to the new national administration, having achieved rapid coordination and the establishment of specific commitments for the sustainability of the changes promoted by the Program and transferring the implemented methodologies.

In this context the Program's results for FY 2017 are as follows:

### Task 1: Improve Key Policies and Reforms

Contributions were made toward strengthening the guiding functions of the national entities the Program collaborates with, especially the Secretariats of Decentralization and of Public Administration of the PCM, the Ministry of the Environment (MINAM in Spanish), the Ministry of Education (MINEDU in Spanish), and the Ministry of Women and Vulnerable Populations (MIMP in Spanish). Thus:

- ✓ The role of the Secretariat of Decentralization of the PCM (SD/PCM) in directing and coordinating territorial development, decentralization, and regional and local integration was strengthened through perfecting its instruments of management and improving its capacities for inter-governmental articulation and access to greater resources for local and regional governments.
- ✓ The methodology utilized by ProDecentralization in preparing the annual decentralization progress report was transferred to the SD/PCM, leading to preparation of the 2016 report with the technical assistance of the Program and the PCM's agreement to utilize the methodology in preparing its future annual reports.
- ✓ The Transparency Murals were institutionalized as supplemental mechanisms to the Transparency Portals with the approval of Directive No. 001-2017-PCM/SGP, "Guidelines for

the Implementation of the Standard Transparency Portal in Public Administration Entities,” approved through Ministerial Resolution No. 035-2017-PCM, establishing the implementation of the Transparency Murals as a supplemental mechanism to the Standard Transparency Portals.

- ✓ The role of the National Civil Service Authority (SERVIR in Spanish) in directing, coordinating, and implementing civil service reform at the decentralized level was strengthened for the purpose of generating conditions for the transition to civil service reform among local governments.
- ✓ The Program concluded the transfer of over 20 tools and resources it had produced to key entities at the national level: 02 to the SD/PCM, 04 to the SGP/PCM, 01 to SERVIR, 05 to the National School of Public Administration (ENAP in Spanish), 01 to the SGSD/PCM, 03 to the MINAM, 02 to the MIMP, 02 to the Public Contracting Oversight Body of the Finance Ministry (OSCE/MEF in Spanish), and 01 to the Office of the Public Defender.
- ✓ 01 experience was systematized and 03 experiences were disseminated at public events or press conferences and 14 experiences were disseminated through inclusion in the SGP/PCM knowledge platform at <http://www.gestionpublica.gob.pe/gestion-del-knowledge/> and in the “Decentralization in the Service of People Resource Catalog” published by ProDecentralization.
- ✓ The 2017 Gender Diagnostic for the Amazon Region was prepared with the Congressional Commission on Women and Family, and presented and approved in the last ordinary session of the Commission, with the main gender gap findings being shared with the five departments of the Amazon.
- ✓ The institutionality of the National Assembly of Regional Governments (ANGR in Spanish) and coordination with the Association of Peruvian Municipalities (AMPE in Spanish) were strengthened.
- ✓ Interaction and dialogue were promoted among the representative decision-makers of the national, regional and local governments as well as civil society with respect to chronic infant malnutrition, access to rights and visibility for traditionally excluded groups like the LGTBI community, gender equality and equal opportunity among men and women, decentralized education management, and quality education services.
- ✓ As a result of coordination with the official newspaper Diario Oficial El Peruano, for the fourth consecutive year the Program achieved the publication of a special supplement dedicated to the decentralized management of education, highlighting the positive experiences promoted by the ProDecentralization Program.

## **Task 2: Strengthen Decentralized Sub-National Institutions in Target Regions**

The reinforcement of results-oriented public management practices for the improvement of prioritized services, developed with the technical assistance of ProDecentralization, has been the central focus of action for 2017. The Program’s most notable activities were capacity-strengthening for effective articulation of the three levels of government, improving the fulfillment of the five functions assigned by legislation and improving quality in the delivery of public services, the institutionalization of achievements to ensure their sustainability, public dissemination and recognition of achievements, and the formal public delivery of the products and resources produced by the Program:

Some results worth highlighting in the area of institutional strengthening:

- ✓ 100% of decentralized governments have technical teams or at least one official responsible for application of the FOCAS tool, where they manage the content of the tool and recognize its importance in the fulfillment of their functions and have applied it in relation to prioritized services in their territories.
- ✓ 100% of the technical teams or appointed officials have applied the FOCAS tool independently, while the Program provided timely technical assistance on demand.

- ✓ 100% of the municipalities that joined the Loreto and San Martín Decentralized Management Groups (GGD's in Spanish) in 2015 (4 local governments: Indiana, Fernando Lores and San Juan Bautista in Loreto and Barranquita in San Martín) now have comparative data (2015, 2016 and 2017) enabling them to measure their progress in fulfilling their functions.
- ✓ 100% of the decentralized governments making up the first GGD's (Amazonas, Loreto, San Martín and Ucayali) now have comparative data (2013, 2014, 2015, 2016 and 2017) enabling them to measure their progress in fulfilling their functions.
- ✓ On average, the Institutional Capacities Index (ICI) for 2017 improved in comparison to 2016 in the 23 decentralized governments of the GGD's.

Actions to improve the quality of services have been institutionalized:

- ✓ 100% of Loreto's health centers (seven) have completed implementation of their projects to improve the service of Growth and Development Controls for Children Under Five (CRED in Spanish) and are now updating them; also, in the case of the Mazán CS and 6 de Octubre CS, this good practice has been extended to obstetric services.
- ✓ 100% of Amazonas's health centers (four) have implemented improvement projects that had been prepared the year before, and are prepared to identify and implement new projects with the support of the Regional Health Directorate (DIRESA in Spanish), the Condorcanqui Health Network and the director's offices of the 4 CS's.
- ✓ 100% of the health centers in the jurisdiction of the Loreto GGD (CRED) and Amazonas GGD (CRED and APN) now have formally designated quality teams with strengthened capacities for carrying improvement actions forward. Also, the formation of quality improvement teams has expanded to the Loreto and Amazonas DIRESA's and to the Condorcanqui Health Network.
- ✓ The Amazonas DIRESA approved and disseminated three operation manuals at the level of the department's health networks, micronetworks and establishments for i) promoting collaborative oversight of the CRED service, ii) incorporating a gender-based focus in APN outpatient consultation and iii) incorporating a gender-based focus in outpatient consultation for the CRED service.
- ✓ 80% of the Ucayali GGD's local governments have incorporated improvement of the quality of public sanitation services in the activities of institutional operation plans (Coronel Portillo MP and the Yarinacocha, Manantay and Nueva Requena MD's).
- ✓ 100% of the Ucayali GGD's municipalities (Coronel Portillo MP and the Yarinacocha, Manantay, Campo Verde and Nueva Requena MD's) have updated plans for improving the quality of public sanitation services that contain actions for improvement under a process-based focus.
- ✓ 100% of the local governments of the San Martín GGD have incorporated actions for improving education management, in coordination with the Lamas UGEL, in their institutional operating plans (Lamas MP, Tabalosos MD, Zapatero MD, Cuñumbuqui MD and Barranquita MD).

The following results are reported in the improvement of services:

#### **Health: CRED and APN Services**

- ✓ The wait time experienced by outside users of the CRED service saw improvements between 2016 and 2017. In Loreto, 6 of the 7 health centers receiving technical assistance from the Program have reduced user wait time (Bellavista Nanay CS by 7 minutes, Moronacocha and Mazán by 8 minutes, Indiana by 1 hour 19 minutes, Tamshiyacu by 43 minutes and 6 de Octubre by 1 hour 21 minutes). In Amazonas, user wait time was reduced at all 4 health centers (Nieva CS by 13.7 minutes, KigKis by 12.6 minutes, Galilea by 20 minutes and Huampami by 17 minutes).

### **Environmental Management: Public Sanitation and Environmental Education**

- ✓ The weekly frequency of public sanitation services increased in Ucayali: Most notably, Coronel Portillo MP's average increased from 6.5 times per week in 2016 to 9 times per week in 2017, while Nueva Requena MD went from an average of 6 times per week in 2016 to 12 times per week in 2017.
- ✓ 30,000 residents were educated about public sanitation and the need to deposit solid waste in containers and bags provided by the municipalities during the "Clean San Juan 2017" environmental awareness-building and education campaign in Ucayali.
- ✓ 50 tons of solid waste produced during the Festival of San Juan were collected in a timely manner (24 tons collected in the days prior to June 24 and 26 tons collected on June 24 and 25).
- ✓ Seven governments worked in an articulated manner on the abovementioned campaign: the national government (which had a presence through the Ministry of Foreign Trade and Tourism, or MINCETUR in Spanish, and the MINAM), the Ucayali Regional Government, and 05 local governments: Coronel Portillo, Yarinacocha, Manantay, Campo Verde and Nueva Requena.
- ✓ Over 800 people were mobilized to participate in the different activities planned for this environmental education campaign in Ucayali.

### **Education: Education Material Distribution and Teacher Hiring in Lamas, San Martin**

- ✓ Effective reduction of time spent distributing educational materials and resources in the Lamas UGEL from 81 days in 2013 to 10 days in 2017.
- ✓ 100% of teaching positions are covered by the San Martín Regional Government. In 2015, local governments covered 25% of the positions required for teacher hiring; now, this amount can be set aside for other actions to support the improvement of education management in the districts.
- ✓ For the second year in a row, the Lamas UGEL won first place in Category I, Contribution to a Good Start to the School Year, in the Education Ministry's recognition of "Good Education Management Practices in the UGEL's – 2017" with the Lamas UGEL's "Collaborative Oversight for Improved Delivery of Educational Materials Distribution" in Lamas Province, San Martín Region 2016-2017.
- ✓ The percentage of citizen satisfaction with the delivery of public services rose with respect to the previous year: 94% citizen satisfaction with the timely delivery of educational materials to educational institutions and prompt hiring of teachers in 2017 (in 2016, citizen satisfaction was at 82% and 79% for the timely delivery of materials and teacher hiring, respectively).

### **In Education - improved education management in Ucayali**

- ✓ The Ucayali DRE has a Regional Education Management Model for implementation.
- ✓ The Coronel Portillo UGEL fulfilled the performance commitment to timely delivery of educational materials before the start of the school year, achieving 90% delivery among its educational institutions. Schools now have their materials before classes start.

### **Task 3: Enhance Transparency Mechanisms and Citizen Participation**

One focus for ProDecentralization in FY 2017 has been the accelerated improvement of transparency and citizen participation mechanisms in the context of the Open Government policy and public management modernization policy on the national and subnational levels. Some results achieved:

- ✓ The guiding role of the Secretariat for Public Administration of the Office of the President of the Council of Ministers (SGP/PCM) was strengthened in the area of transparency and citizen participation, through the approval of Directive No. 001-2017-PCM/SGP on Guidelines for the Implementation of the Standard Transparency Portal in Public Administration Entities, introducing the implementation of the Transparency Murals, an initiative promoted by the Program.

- ✓ The Office of the Public Defender has a tool that facilitates its role of promoting and supervising the Transparency Murals implemented by the decentralized governments.
- ✓ The capacities of the General Office of Transparency, Public Ethics and Anti-Corruption (OTEPA/MINEDU) were strengthened for the fulfillment of its functions in transparency and public ethics, based on transferring experience in collaborative citizen oversight of educational services, which will be incorporated in MINEDU's Institutional Plan for Open Government and Open Data for 2017-2018.
- ✓ 13 Standard Transparency Portals (PTEs) were promptly updated for 04 regional governments, 03 provincial municipalities and 06 district municipalities, while 18 Transparency Murals were implemented for 04 regional governments (02 DREs and 02 UGELs), 03 provincial municipalities, and 11 district municipalities.
- ✓ Legislative proposals in the area of Open Government were prepared and approved: i) Open Government guidelines for the entities under the regional jurisdiction of San Martín, Regional Ordinance No. 015-2017-GRSM/CR; ii) In Loreto, 02 subnational governments approved legislation institutionalizing internal processes for timely updating of their Standard Transparency Portals. Also, an Open Government Network (Transparency in Public Management Chapter) was formed, made up of those responsible for the Transparency Murals and Portals for the governments of the Loreto GGD.
- ✓ 11 collaborative citizen oversight teams for public services were recognized by local governments and the Local Education Management Unit for their respective areas. Thus, 30 oversight teams (of a total of 31 now have a knowledge of legislation.
- ✓ The governments of the 05 GGD's of Amazonas, Loreto, Madre de Dios, San Martín and Ucayali are adopting two tools to support the collaborative citizen oversight teams for public services: i) a guide for improving fulfillment of the function of facilitating citizen oversight (orientation sessions for regional and local governments); and ii) a guide to incorporating the recommendations of the oversight teams for improving management of public services.

**Additional result:**

- ✓ The Program has fulfilled or surpassed all of the goals set for Year 5, as shown in the Annual PMP report.

**In sum,**

*At the close of FY 5, ProDecentralization is able to report specific changes that are resulting in better services for the Amazonian population in the project's zones of action, and has succeeded in strengthening the decentralized management of the regional and local governments of the GGD's for the delivery of more effective services, in alignment with national policies and integrating citizen participation.*

## PROGRAM RESULTS (TASKS)

### I. TASK I: IMPROVE KEY POLICIES AND REFORMS

The Program's central focus in its fifth year has been on helping to strengthen the guiding role of national entities for better articulation with regional and local governments. Thus, collaboration with the PCM's Secretariats of Decentralization and of Public Administration, SERVIR and associations of subnational governments, especially the ANGR and AMPE, has been strengthened. Technical support has been provided for perfecting management mechanisms and strengthening institutional capacities for intergovernmental articulation and exercising functions, and the tools and resources produced by the Program have been transferred. The Program has also developed policy dialogues in the decentralized governments and has disseminated systematized experiences considered to be good management practices deserving of replication, as well as user-friendly versions of policies and legislative tools.

*".....our thanks for the invaluable support the ProDecentralization Program of the United States Agency for International Development (USAID) has provided to the Peruvian civil service.*

*Cooperation has materialized with various training programs: i) a training program for regional council members, ii) a training program for municipal council members, iii) a training program in the area of Open Government; and iv) an instructional tool called the "Institutional Capacities Diagnostic."*

*These programs and tools have been developed in consultation with the Office of the Public Defender and the PCM's Decentralization and Public Management Secretariats; and with clear technical consistency, they reflect the professionalism and efforts of the people and institutions involved ... the Institutional Capacities Diagnostic ... has enabled [the School] to appropriate the tool, which will be included in the design of our Academic Programs and Courses for 2018 ..."*

*Dante Mendoza Antonioli  
Director, National School of Public Administration (ENAP)  
National Civil Service Authority (SERVIR)  
Letter No. 006 – 2017 SERVIR/ENAP (August 2017)*

#### I.1 Formulation of policy refined

FY5 2017 saw the following achievements:

- ✓ Support to the fulfillment of the guiding functions of priority entities on the national level:
  - The role of the PCM's Secretariat of Decentralization (SD/PCM) in direction, territorial development coordination, decentralization, and regional and local integration was strengthened through perfecting its instruments of management and improving its capacities for intergovernmental articulation and access to greater resources for regional and local governments, with the Program's technical assistance and through:
    - Organizing and facilitating the "Functioning of the Intergovernmental Coordination Council (CCI)" work session with the participation of subject matter experts on October 18, 2016.
    - Preparing 03 legislative proposals:
      1. Amendment of the PCM's Regulations on Organization and Functions (ROF's), with respect to the section referring to the functions of the Secretariat of Decentralization.
      2. Selection criteria for the Fund to Promote Regional and Local Public Investment (FONIPREL).



3. Amendment of the FONIPREL's legislative instruments so that regional and local governments have access to greater resources in the reduction of poverty and elimination of extreme poverty.
- Preparing a technical report providing a legal analysis of the legality of amending or replacing legislation in the areas of regional integration and transferring competencies within the framework of Law No. 30506, which delegates legislative powers of the Peruvian Congress to the Executive Branch.
- Preparing technical proposals that improve the coordination and systematization of delimiting the functions and competencies of the three levels of government in the education, health, and water and sanitation sectors within the framework of the agreement adopted at the fourth GORE-Ejecutivo.
- Facilitating the development of the first national meeting of mayors of Amazonia with the Executive Branch, held in Iquitos, Loreto on April 28: i) providing technical assistance to the mayors and municipal technical teams of the governments of the 5 Decentralized Management Groups so that they could present their project proposals before the Executive Branch (sectors); and ii) supporting with reporting the meetings to the programs of the Ministry of Foreign Trade and Tourism and the Environment Ministry.
- Transferring the methodology utilized by ProDecentralization in the preparation of the annual decentralization report so that the SD/PCM achieved the following:
  1. Distribution of i) the *"Methodology for preparing the annual report on the state of the decentralization process"* and ii) the *"2016 Annual Report on the Decentralization Process."*
  2. The President of the Council of Ministers, Fernando Zavala, presented the respective reports before the Congressional Committee on Decentralization, Regionalization, Local Governments and Modernization of Government Management (April 19).
  3. Dissemination of the 2016 Annual Report on the Decentralization Process through i) presentation of the report in Pucallpa, Ucayali, and San Martín and ii) publication of an abbreviated print version of the report in a run of 500 copies and a complete version with diagrams on the Program's website.

- The role of the PCM's Secretariat for Public Administration (SGP/PCM) in strengthening the role of direction, coordination, preparation, and dissemination of legislative and management instruments in relation to the national public management modernization policy was strengthened with the Program's technical assistance and through:

- Institutionalizing the Transparency Murals as supplemental mechanisms to the Transparency Portals, with the approval of Directive No. 001-2017-PCM/SGP, "Guidelines for implementing the Standard Transparency Portal in Public Administration Entities," approved through Ministerial Resolution No. 035-2017-PCM, establishing implementation of the Transparency Murals as a supplemental mechanism to the Standard Transparency Portals.

6

NORMAS LEGALES

Ley sobre los impuestos de 2017 18/01 El Peruano

Que, el Grupo de Política y Ley de Competencia forma parte del Comité Económico del APEC, y trabaja en promover la comprensión de las políticas y leyes de competencia regional, examina sus efectos sobre los flujos comerciales y de inversión, identificando áreas de cooperación técnica y de fortalecimiento de capacidades entre las economías de dicho Grupo.

Que, en el año 2016, el INDECOP asumió la Presidencia del Grupo de Política y Ley de Competencia, por el periodo de dos años (2016 y 2017); asimismo, el señor Jesús Eloy Espinoza Lucado, Secretario Técnico de la Comisión de Defensa de la Libre Competencia del Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (INDECOP), es el actual Presidente de dicho Grupo.

Que, en la sesión, el señor Jesús Eloy Espinoza Lucado está a cargo de dirigir la reunión plenaria del Grupo de Política y Ley de Competencia, así como presentar el Plan de Trabajo del mismo, por lo que su participación en la Reunión Plenaria del Grupo de Política y Ley de Competencia resulta indispensable.

Que, adicionalmente, el señor Jesús Eloy Espinoza Lucado, en su calidad de Presidente del Grupo de Política y Ley de Competencia, debe asistir al Comité Económico del APEC, en representación del citado Grupo y a su vez, reportar sus actividades ante el mismo.

Que, en atención a las consideraciones expresadas, resulta de interés nacional e institucional autorizar el viaje del señor Jesús Eloy Espinoza Lucado, Secretario Técnico de la Comisión de Defensa de la Libre Competencia del Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (INDECOP), a la ciudad de Nha Trang, República Socialista de Vietnam, para que asista a los eventos antes mencionados.

Que, los gastos que implique la participación del señor Jesús Eloy Espinoza Lucado, serán asumidos íntegramente por el Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (INDECOP).

De conformidad con la Ley N° 20116 - Ley de Presupuesto del Sector Público para el Año Fiscal 2017, el Decreto Legislativo N° 1033 - Ley de Organización y Funciones del Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (INDECOP), la Ley N° 20108 - Ley Orgánica del Poder Ejecutivo, la Ley N° 27815 - Ley que regula la autorización de viajes al exterior de servidores y funcionarios públicos, el Decreto Supremo N° 047-2002-PCM que aprueba las normas reglamentarias sobre autorización de viajes al exterior de servidores y funcionarios públicos, y el Reglamento de Organización y Funciones de la Presidencia del Consejo de Ministros, aprobado por el Decreto Supremo N° 063-2007-PCM y sus modificatorias,

#### SE RESUELVE:

**Artículo 1.-** Autorizar el viaje del señor Jesús Eloy Espinoza Lucado, Secretario Técnico de la Comisión de Defensa de la Libre Competencia del Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (INDECOP), del 23 de febrero al 01 de marzo de 2017, a la ciudad de Nha Trang, República Socialista de Vietnam, para los fines expuestos en la parte conclusiva de la presente resolución ministerial.

**Artículo 2.-** Los gastos que implique el cumplimiento de la presente resolución ministerial serán cubiertos por el Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (INDECOP), de acuerdo al siguiente detalle:

Nombre y Apellidos	Pasaje (US\$)	Alimentación (US\$)	Alquiler de habitación (US\$)	Total (US\$)
Jesús Eloy Espinoza Lucado	580.00	280.00	241.00	1.101.00
<b>Total</b>				<b>1.101.00</b>

**Artículo 3.-** Dentro de los quince (15) días calendario siguientes a la efectuada el viaje, la persona cuyo viaje se autorizó deberá presentar ante el Instituto Nacional de Defensa de la Competencia y de la Protección de la Propiedad Intelectual (INDECOP) un informe detallado describiendo las acciones realizadas, los resultados

obtenidos y la rendición de cuentas por los valores entregados.

**Artículo 4.-** El cumplimiento de la presente resolución ministerial no dará derecho a acreditación o liberación de impuestos aduaneros de ninguna clase o denominación.

**Artículo 5.-** La presente resolución ministerial es refrendada por el Presidente del Consejo de Ministros.

Regístrese, comuníquese y publíquese.

FERNANDO ZAVALA LOBOSARDI

Presidente del Consejo de Ministros

1487247-2

## Aprobación Directiva N° 001-2017-PCM/SGP, "Lineamientos para la implementación del Portal de Transparencia Estándar en las entidades de la Administración Pública"

### RESOLUCIÓN MINISTERIAL N° 035-2017-PCM

Lima, 17 de febrero de 2017

VEISTO: El Informe N° 002-2017-PCM/SGP/PCM, de la Secretaría de Gestión Política de la Presidencia del Consejo de Ministros;

#### CONSIDERANDO:

Que, la Constitución Política del Perú establece que todos los funcionarios y trabajadores públicos están al servicio de la Nación, por tanto, la modernización de la gestión pública para resultados tiene como objetivo que impacte positivamente en el bienestar del ciudadano y el desarrollo del país, lo que exige construir un Estado al servicio del ciudadano;

Que, la Vigésima Sexta Política Nacional del Acuerdo Nacional establece como una Política de Estado la promoción de la ética y la transparencia y profesionalización de la gestión pública, para lo cual el presente establece entre otros, el compromiso de velar por el desempeño responsable y transparente de la función pública, así como la promoción de la vigilancia ciudadana del desempeño de la gestión pública;

Que, la Ley N° 27800 - Ley Marco de Modernización de la Gestión del Estado, establece como finalidad fundamental del proceso de modernización, la obtención de mayores niveles de eficiencia del aparato estatal, con el objetivo de alcanzar entre otros, un Estado transparente en su gestión, con trabajadores y servidores que brinden al ciudadano un servicio imparcial, oportuno, confiable, predictible y de bajo costo, lo que implica el desempeño responsable y transparente de la función pública, con mecanismos de control efectivo;

Que, mediante el Texto Único Ordenado de la Ley N° 27800 - Ley de Transparencia y Acceso a la Información Pública, aprobado mediante Decreto Supremo N° 043-2003-PCM, se establece un conjunto de disposiciones orientadas a garantizar el principio de publicidad en la administración pública, fomentando la publicación de la información pública, de conformidad con la Ley N° 27801 - Ley de Transparencia y Acceso a la Información Pública, fomento de la ética en la función pública, la transparencia y el principio de acceso a la información pública;

Que, el Reglamento de Organización y Funciones de la Presidencia del Consejo de Ministros (PCM), aprobado mediante Decreto Supremo N° 063-2007-PCM y modificado con Decreto Supremo N° 057-2005-PCM, establece que el Secretario de Gestión Política es competente en materia de funcionamiento y organización del Estado, en particular en la gestión administrativa y financiera, teniendo por función formular, controlar, supervisar y evaluar los procesos de acceso a la información pública, fomento de la ética en la función pública, la transparencia y el principio de acceso a la información pública;

Que, mediante Decreto Supremo N° 093-2013-PCM se aprobó la implementación del Portal de Transparencia Estándar en las entidades de la Administración Pública, al cual corresponde formular, controlar, supervisar y evaluar la entidad registro y actualiza su información de gestión de

- Implementing the Knowledge Management Platform and uploading over 250 documents including tools, good practices, studies, and reports prepared by international cooperation entities participating in the Government Decentralization and Modernization Group and by public entities.



- Preparing 03 legislative proposals:
  1. Guidelines for preparation and updating of the Regulations on Organization and Functions (ROF) and Operation Manuals (MOP) of public entities, which establish the rules for preparing and modifying the documents defining the organizational structure of public entities.
  2. Regulations governing how the guiding role of ministries is exercised in sectoral public policies.
- Preparing technical reports to be included in the Knowledge Management Platform based on their adaptation into the three formats used for presenting the SGP/PCM's technical reports: i) technical file, ii) summarized version and iii) edited version. Two documents of the SGP/PCM have been adapted into the three formats: "Functional Systems" and "Commissions, Work Teams, Teams and Other Organizational Instances".
- The role of the National Civil Service Authority (SERVIR) in directing, coordinating, and implementing civil service reform at the decentralized level was strengthened for the purpose of generating the conditions for a transition toward civil service reform, with the Program's technical assistance and through:
  - Making final reports on "job position and occupant mapping" available to 20 municipalities<sup>1</sup> and final reports on "process and time estimation mapping" available to 10 municipalities<sup>2</sup> of

<sup>1</sup> Barranquita MD - Official Letter No. 855-2017-SERVIR/PERÚ (7-7-2017), Belén MD - Official Letter No. 751-2017-SERVIR/PERÚ (6-28-2017), Campoverde MD - Official Letter No. 876-2017-SERVIR/PERÚ (7-13-2017), Cuñumbuqui MD - Official Letter No. 793-2017-SERVIR/PERÚ (6-28-2017), Fernando Lores MD - Official Letter No. 749-2017-SERVIR/PERÚ (6-21-2017), Inambari MD - Official Letter No. 2126-2016-SERVIR/PERÚ (11-22-2016), Indiana MD - Official Letter No. 791-2017-SERVIR/PERÚ (6-28-2017), Lamas MP - Official Letter No. 792-2017-SERVIR/PERÚ (6-28-2017), Las Piedras MD - Official Letter No. 2127-2016-SERVIR/PERÚ (11-22-2016), Manantay MD - Official Letter No. 875-2017-SERVIR/PERÚ (7-13-2017), Maynas MP - Official Letter No. 852-2017-SERVIR/PERÚ (7-7-2017), Mazán MD - Official Letter No. 750-2017-SERVIR/PERÚ (6-21-2017), Nueva Requena MD - Official Letter No. 854-2017-SERVIR/PERÚ (7-7-2017), San Juan Bautista MD - Official Letter No. 140-2017-SERVIR/PE (2-22-2017) - Official Letter No. 752-2017-SERVIR/PERÚ (6-21-2017), Tabalosos MD - Official Letter No. 794-2017-SERVIR/PERÚ (6-28-2017), Tambopata MP - Official Letter No. 2125-2016-SERVIR/PERÚ (11-22-2016), Yarinacocha MD - Official Letter No. 853-2017-SERVIR/PERÚ (7-7-2017), Zapatero MD - Official Letter No. 795-2017-SERVIR/PERÚ (6-28-2017).

<sup>2</sup> Barranquita MD - Official Letter No. 855-2017-SERVIR/PERÚ (7-7-2017), Belén MD - Official Letter No. 751-2017-SERVIR/PERÚ (6-21-2017), Campoverde MD - Official Letter No. 876-2017-SERVIR/PERÚ (7-13-2017), Cuñumbuqui MD - Official Letter No. 793-2017-SERVIR/PERÚ (6-28-2017), Fernando Lores MD - Official Letter No. 749-2017-SERVIR/PERÚ (6-21-2017), Inambari MD - Official Letter No. 2126-2016-SERVIR/PERÚ (11-22-2016), Lamas MP - Official Letter No. 792-2017-SERVIR/PERÚ (6-28-2017), Tabalosos MD - Official Letter No. 794-2017-SERVIR/PERÚ (6-28-2017), Tambopata MP - Official Letter No. 2125-2016-SERVIR/PERÚ (11-22-2016), Zapatero MD - Official Letter No. 795-2017-SERVIR/PERÚ (6-28-2017).



the local governments belonging to the articulation spaces of Loreto, San Martín and Ucayali for the purpose of strengthening their human resources and improving the public services they provide to citizens.

- Generating knowledge and information on the status of job positions and occupants in local governments through the following publications: i) SERVIR's "2016 Study of Local Governments: Main Findings on their Job Positions and the People who Occupy Them," based on such studies as an analysis of the human resources of local governments, the processes they carry out and the services offered by local governments in the Amazon, supported by the Program's technical assistance. This study represents a very important input for the adaptation of civil service regulations and the implementation of the transition to the system of Law No. 30057 in local governments throughout the country; ii) "2016 Study of Local Governments: Main Findings on Knowledge of Indigenous or Native Languages," which provides an important baseline for initiating the process of incorporation and intercultural focus and ensuring that local public services are interculturally pertinent.
- The guiding role of the Secretariat of Demarcation and Territorial Organization of the Office of the President of the Council of Ministers (SDOT/PCM), was strengthened through:
  - Identifying critical problems with the current Regulations of the Law on Demarcation and Territorial Organization, with the territorial demarcation teams of the regional governments, through four decentralized workshops in Tarapoto, Chiclayo, Arequipa, and Lima with the participation of the territorial demarcation teams of the regional governments.
  - Preparing the draft of the new Regulations of the Law on Demarcation and Territorial Organization.
- Participation of the experiences developed with the Program's technical assistance at initiatives for recognition as good public management practices, was incentivized. For example: *"Recognition of Good Education Management Practices 2017: 20 in management,"* led by the MINEDU. The Lamas UGEL won first place in the Contribution to a Good Start to the School Year Category for the experience named: *"Collaborative Oversight for Improved Delivery of Educational Materials Distribution in the Province of Lamas, San Martín Region 2016-2017"*.
- The Program concluded the transfer of over 20 tools and resources it had produced to key entities at the national level: 02 to the SD/PCM, 04 to the SGP/PCM, 01 to SERVIR, 05 to the ENAP, 01 to the SGSD/PCM, 03 to the MINAM, 02 to the MIMP, 02 to the OSCE/MEF, and 01 to the Office of the Public Defender.



ENTITY	RESOURCES: METHODOLOGY/TOOL
<b>SECRETARIAT OF DECENTRALIZATION of the PCM</b>	1. Methodology for preparation of the Annual Report on the Decentralization Process 2. Institutional Capacities Diagnostic (FOCAS)
<b>SECRETARIAT OF PUBLIC ADMINISTRATION of the PCM</b>	3. Knowledge Management Platform (Web resource) 4. Three training programs in the area of Open Government aimed at: <ul style="list-style-type: none"> <li>Regional and local governments</li> <li>Civil society organizations</li> <li>Citizen oversight teams</li> </ul> 5. Guide to proper implementation of legislation on transparency in regional and local governments through the Standard Transparency Portals and "Transparency Murals" 6. Support guide to oversight teams for improvement of service management
<b>SERVIR</b>	7. Guide to systematization of positive decentralized management experiences
<b>NATIONAL SCHOOL OF PUBLIC ADMINISTRATION (ENAP-SERVIR)</b>	8. Training program for Regional Council Members 9. Training programs in Open Government aimed at regional and local governments 10. Training program for Municipal Council Members 11. Institutional Capacities Diagnostic 12. Methodology for organizing internships for strengthening capacities
<b>SECRETARIAT OF SOCIAL MANAGEMENT AND DIALOGUE of the PCM</b>	13. Training program for dialogue management and social conflict prevention: training manual for dialogue management
<b>MINAM</b>	14. Institutional Capacities Diagnostic 15. Projects (plans) for improving the quality of the service 16. Service satisfaction surveys
<b>MIMP</b>	17. Program for strengthening the capacities of women leaders 18. Proposal for Gender Equality Fund
<b>PUBLIC CONTRACTING OVERSIGHT BODY (OSCE)</b>	19. Guide to proper implementation of legislation on transparency in regional and local governments through the Standard Transparency Portals and "Transparency Murals" 20. Preparation of communication resources: User-friendly informational brochures and videos
<b>OFFICE OF THE PUBLIC DEFENDER</b>	21. "Transparency Murals: manual for disseminating public information through periodic Transparency Murals"

- ✓ 01 experience was systematized and 03 experiences were disseminated at public events or press conferences and 14 experiences were disseminated through inclusion in the SGP/PCM knowledge platform at <http://www.gestionpublica.gob.pe/gestion-del-knowledge/> and in the "Decentralization in the Service of People - Resource Catalog" published by ProDecentralization.

SYSTEMATIZED EXPERIENCES	DISSEMINATION MECHANISM	
	PUBLIC EVENTS OR PRESS CONFERENCES	KNOWLEDGE MANAGEMENT PLATFORM AND CATALOG AND WEB PAGE OF THE USAID PRODECENTRALIZATION PROGRAM
I. Advocacy, design and approval of public policies for LGBT rights, promoted by the Esperanza Homosexual Community for the Region of Loreto –	I. Articulating role in educational matters for the Provincial Municipality of Lamas, San Martín. September 2016 <i>Public presentation at the Political Dialogue Forum on experiences and perspectives of</i>	1. Regional Environmental Authority (ARA) of the Regional Government of San Martín: institutional benchmarks for the experience. October 2013. 2. Solid waste management: the experience of Jepelacio. November 2013. 3. Technical Dialogue and Sustainability Team of the San Martín Regional Government: Institutional benchmarks for the experience of creation and implementation. February 2014. 4. Benchmarks of the Experience of implementing the Education

SYSTEMATIZED EXPERIENCES	DISSEMINATION MECHANISM	
	PUBLIC EVENTS OR PRESS CONFERENCES	KNOWLEDGE MANAGEMENT PLATFORM AND CATALOG AND WEB PAGE OF THE USAID PRODECENTRALIZATION PROGRAM
CHERL. February 2017	<p><i>decentralized management in education, held in Lamas, San Martín on April 20, 2017.</i></p> <p>2. Educational materials distribution service in the framework of Good Start to the School Year, in the province of Lamas, and advocacy for the service in relation to educational achievements. September 2016</p> <p><i>Public presentation at the Political Dialogue Forum on experiences and perspectives of decentralized management in education, held in Lamas, San Martín on April 20, 2017.</i></p> <p>3. Advocacy, design and approval of public policies for LGBT rights, promoted by the Esperanza Homosexual Community for the Region of Loreto – CHERL. February 2017</p> <p><i>Public presentation at event: Regional Public Policy Dialogue: Loreto advancing in the construction of public policies for LGBTI rights – CHERL Experience, held on March 01, 2017 in the city of Iquitos.</i></p>	<p>Management Model of the Regional Government of San Martín. February 2014.</p> <p>5. Systematization of the experience: Academic Ecoclubs in Ucayali. 2014.</p> <p>6. Process of implementing the Itinerant Social Action Platform (PIAS) which is part of the sustainable social action strategy in the Napo River basin. October 2014.</p> <p>7. The works-for-taxes mechanism: its contribution to local development y institutional strengthening of local governments. The experience of Backus and the District Municipality of Sachaca - Arequipa. July 2015.</p> <p>8. Intergovernmental articulation strategy in Madre d Dios. Reconstruction of the experience (Regional Government of Madre de Dios, Provincial Municipality of Tambopata, District Municipality of Inambari, District Municipality of Las Piedras and District Municipality of Laberinto) 2010 – 2014. September 2015.</p> <p>9. Reconstruction of the Decentralized Management Group strategy – San Martín GGD (Regional Government of San Martín, Provincial Municipality of Lamas, District Municipality of Tabalosos, District Municipality of Cuñumbuqui, District Municipality of Zapatero and District Municipality of Barranquita). September 2015.</p> <p>10. Benchmarks of the experience of improving learning achievements in the District of Barranquita in the Province of Lamas – San Martín. District Municipality of Barranquita. September 2015.</p> <p>11. Guidelines for preparation of the Decentralized Management Matrix. An intergovernmental articulation experience of the Education Ministry (includes Decentralized Management Matrix). September 2015.</p> <p>12. The experience of the articulating role of the Provincial Municipality of Lamas in education matters. San Martín. September 2016.</p> <p>13. The experience of the educational materials distribution service in the framework of a Good Start to the School Year, in the province of Lamas, and advocacy for the service in relation to educational achievements. September 2016.</p> <p>14. Advocacy, design and approval of public policies for LGBT rights, promoted by the Esperanza Homosexual Community for the Region of Loreto – CHERL. February 2017.</p>

- All of the systematized experiences in decentralized education management were disseminated in the publication of Legal Supplement No. 657, “Education. Decentralized management, status and challenges” of Diario Oficial El Peruano (September 12, 2017): i) Benchmarks of the Experience of Implementing the Education Management Model of the San Martín Regional Government; ii) Reconstruction of the Decentralized Management Group strategy of San Martín; iii) Benchmarks of the experience of improving learning achievements of the District of Barranquita in the Province of Lamas, San Martín; iv) The articulating role of the Provincial Municipality of Lamas (San Martín) in educational matters; and v) The distribution of educational materials in the framework of Good Start to the School Year, in the Province of Lamas.

Through this medium the information got to all public entities of the Executive Branch on the national and subnational levels and of the legal community in general. <http://www.elperuano.pe/suplementosflipping/juridica/657/index.html>.

- ✓ The 2017 Gender Diagnostic for the Amazon Region was prepared with the Congressional Commission on Women and Family and presented and approved in the last ordinary session of the Commission, with the main gender gap findings being shared with the five departments of the



Amazon, placing a special emphasis on the topics of teen pregnancy, health insurance, gender-based violence, and education. This joint effort with the Congressional Commission is very important because it facilitates decision-making at the level of drafting legislative proposals for closing the gender gap and facilitates the work of Congressional representatives in overseeing the national and regional entities responsible for this matter.

- ✓ The institutionality of the National Assembly of Regional Governments (ANGR in Spanish) was strengthened through the regularization of its incorporation and bylaws at the notarial and registration level, with the Board of Directors of the ANGR assuming all of its powers and attributions in accordance with its bylaws, and through the registration of the Minutes of the General Assembly Meeting of October 2015, which regularized the changes in the composition of the Board of Directors with the respective annotations recorded in the Public Registries of Lima.
- ✓ Coordination with the AMPE was strengthened through technical assistance for development of the agendas of the MUNI-Ejecutivos and the delivery of information, especially in the area of fiscal decentralization for the presentation of their proposals before the Executive Branch.

## 1.2 Policy Dialogue between National and Sub-National Governments and Civil Society Promoted and Strengthened

- In the area of promoting and strengthening policy dialogue, through the organization of 12 public forums ProDecentralization promoted interaction and dialogue among representative decision-makers of national, regional and local government and civil society, with respect to chronic infant malnutrition, access to rights and visibility for traditionally excluded groups such as the LGTBI community, gender equality and equal opportunities for men and women, decentralized education management, and quality education services:

FORUM	PARTICIPANTS AND ACHIEVEMENTS
1. Dialogue for the Adoption of an Intercultural Education Policy in Ucayali.	90 people participated (52 women, 38 men), including authorities, officials and representatives of civil society.
2. Intersectoral Articulation for the Implementation of Ordinance 005-2016-MPC declaring the fight against chronic infant malnutrition and anemia as a provincial public policy in the province of Condorcanqui, held in Santa María de Nieva on January 19.	48 people participated (12 women, 36 men), including authorities, officials and representatives of civil society.  This public activity achieved the following: i) articulation of intersectoral actions for the implementation of Ordinance 005-2016-MPC and ii) generation of commitments in local decision-making for the reduction of chronic infant malnutrition and anemia in the province of Condorcanqui. Of note was the Social Monitoring Committee's decision to support and be present for the oversight teams of CRED and APN in 4 health centers (KigKis, Nieva, Galilea and Huampami).
3. Dialogue on regional public policy: Loreto advancing in the construction of public policies for LGBTQ rights, held on March 1 in Iquitos.	30 people participated (9 women, 21 men).
4. Achievements and Challenges for the Advancement of Women in the Province of Condorcanqui, held in Santa María de Nieva on March 6.	44 people participated (36 women and 8 men). The Forum was publicized on Radio Kampankis at the provincial level.  The Forum i) achieved visibility of women's contributions to the development of the Province of Condorcanqui, ii) established channels of dialogue between authorities and women, iii) took stock of the public policy achievements and challenges that impact the exercise of women's rights, iv) articulated intersectoral and intergovernmental efforts, particularly among the Women's Emergency Center, the Amazonas Regional Government, the Provincial Municipality of Condorcanqui, the Amazonas Women Authorities Network, the UGEL, the National Police of Peru, and other local and regional institutions; and v) principal authorities signed a "Record of Agreements and Commitments for the Advancement of the Women of Condorcanqui."
5. Advancements and challenges in the process of distributing educational	94 people participated (53 women, 41 men), including authorities and officials of the MINEDU, the Ucayali Regional Government and local governments (Coronel

materials in Ucayali: Working toward quality educational services, held on March 21 in the Coronel Portillo UGEL in Manantay.	Portillo, Yarinacocha, etc.) and representatives of civil society.  Achievements: i) analyzing and evaluating the educational materials distribution process that took place in Ucayali in 2016 and 2017, and ii) the signing of an intergovernmental and intersectoral record of agreements and commitments for improving the process of distributing and using educational materials in the framework of Good Start to the School Year (BIAE) 2018.
6. Experiences and Perspectives of Decentralized Management in Education, held on April 20 in Lamas, San Martín, where educational policy dialogue was promoted among national, regional and local government representatives and civil society. The Forum reported the participation of 98 people (37 women, 61 men).	At the Forum stakeholders assumed and ratified commitments to certain regional education management responsibilities with respect to improvement of learning and Good Start to the School Year 2018 and the sustainability of collaborative oversight of the educational materials and resources distribution service in the province of Lamas.
7. 2017 Gender Diagnostic for the Amazon Region. The results were presented in the city of Pucallpa, Ucayali, on August 2.	80 people participated (33 men, 47 women), including authorities, officials and representatives of civil society, most notably Congresswoman Indira Huilca, the Regional Governor of Ucayali, and other authorities. At the end the participants signed the "Declaration for Equal Opportunities for Men and Women in Ucayali."
8. Education Management in Ucayali, held in the city of Pucallpa on August 15, 2017, on decentralized education management.	69 officials participated (23 men, 46 women). The participants signed a commitment that highlights the decision of regional education authorities to keep working for the implementation of the regional Education Management Model and improvement of educational services, including the distribution of educational materials and resources and teacher hiring.
9. Decentralization: Present and Future of Local Education Projects, held in the city of Lamas, San Martín, on September 13, 2017,	Local and regional authorities and officials participated, most notably the provincial mayor of Lamas. 46 people participated (30 men, 16 women).
10. From Practice to Policy: Decentralization in the Service of People, held in Lima on September 19, 2017.	73 people participated (35 men, 38 women), including authorities, officials and representatives of civil society.
11. Gender Diagnostic of the Amazon through 2017 organized by the MIMP.	176 people participated (31 men, 145 women), including officials and civil society representatives.
12. Policy Dialogue: Pending Agenda of Decentralization, held on September 27, 2017 and organized in coordination with the Decentralization Secretariat – PCM and the Instituto de Estudios Peruanos – IEP.	Participaron 25 personas (12 hombres, 13 mujeres), entre funcionarios y representantes de la sociedad civil.

- Support was given to the SD/PCM in the preparation of the Annual Report on the State of the Decentralization Process, as of March 2017. The focus on "learning by doing" characterized the Program's support in the preparation of the 2016 Annual Report on the State of the Decentralization Process in Peru. There are complete and summarized versions of the Annual Report. Also, the Program has prepared a document called Methodological Routing for the preparation of the report, which was made available to the SD/PCM in the framework of the transfer of the tools produced by ProDecentralization (Ver 1.1). The principal findings of the Annual Report on Decentralization were presented by the SD/PCM as follows:

PLACE AND DATE	No. OF PARTICIPANTS
Pucallpa August 8	47 participants (36 men, 11 women)
In Lamas (San Martín) September 13	46 people (30 men, 16 women)
<b>TOTAL</b>	<b>93 people (66 men, 27 women)</b>



### 1.3 Clear guidelines to implement policies approved and disseminated

ProDecentralization, in its collaborative work with guiding entities on the national level, contributed to the preparation of user-friendly versions of key policies and tools approved for improving the decentralized management of subnational governments. These tools were disseminated by the respective guiding entities and by the Program within its scope of action. They are:

USER-FRIENDLY VERSIONS	PUBLIC ENTITY
1. Audiovisual material orienting regional and local governments on the process of procurement and acquisition in emergency situations, to disseminate the amendments to the Law on Government Contracting through Legislative Decree No. 1341 and its Regulations.	Public Contracting Oversight Body (OSCE)
2. "Manual on Conflict Prevention and Management"	Secretariat of Dialogue Management - PCM
3. "Intersectoral Action Protocol"	Secretariat of Dialogue Management - PCM
4. "Manual for the Publication of Public Information through Transparency Murals"	Office of the Public Defender
5. Guidance to improve processes of transparency in Regional Governments: Portals of Standard Transparency.	National Assembly of Regional Governments
6. Vision or image of Peru to 2030, contained in the document called Peru Agenda 2030, written and verbal translation, to three original languages: Awajun, Wampis and Shipibo-Conibo. It will be used by CEPLAN in the alignment actions of strategic and operational planning to be worked with regional and local governments.	National Center for Strategic Planning (CEPLAN, in Spanish) and Ministry of Culture.

## 2. TASK 2: STRENGTHEN DECENTRALIZED SUBNATIONAL INSTITUTIONS IN TARGET REGIONS

The main focal point of the work with the regional and local governments of the Decentralized Management Groups (GGD's) in FY 5-2017 has been the strengthening of results-oriented public management practices for the improvement of prioritized services, developed with the technical assistance of ProDecentralization. The most notable activities included the strengthening of capacities for the effective articulation of the three levels of government, improved fulfillment of the five functions assigned by legislation and improved quality in the delivery of public services, the institutionalization of achievements to ensure their sustainability, the dissemination and public recognition of achievements, and the formal public delivery of the products and resources produced by the Program.

The aforementioned activities faced an unfavorable context characterized by i) intense rain and flooding which affected the ability to travel to different areas of the country at the start of the year and which, in the case of the Amazon region, mainly affected travel to the department of Amazonas; ii) social demands that led to strikes in the education sector (the longest one lasting from June to September 2017) and in the health sector; iii) the start of regional and local pre-electoral campaigns, as evidenced in the interest shown by some authorities and officials in presenting their candidacies in the regional and local elections to be held in 2018; and iv) high rotation among authorities and officials in all the GGD's: 93 (from October 2016 to September 2017), especially in the Yarinacocha MD.

The Program worked with 4 regional governments, 4 provincial municipalities, 25 district municipalities (15 GGD members, 10 districts for the expansion of the Regional Education Management Model of San Martín with the 10 Local Education Management Units of the Regional Education Office of the San Martín Regional Government); also, with the Regional Education Office of the Ucayali Regional Government and the Education Management Unit of Coronel Portillo.

REGIONAL GOVERNMENT	LOCAL GOVERNMENT		SERVICES
	PROVINCIAL	DISTRICT	
Amazonas Regional Government	Condorcanqui MP	1. Río Santiago MD <sup>3</sup>	1. Growth and Development Controls for Children Under Five - CRED 2. Prenatal Care - APN
Loreto Regional Government	Maynas MP	1. Mazán MD 2. Belén MD 3. Punchana MD 4. San Juan Bautista MD 5. Indiana MD 6. Fernando Lores MD	1. Growth and Development Controls for Children Under Five - CRED
San Martín Regional Government	Lamas MP	1. Tabalosos MD 2. Cuñumbuqui MD 3. Zapatero MD 4. Barranquita MD	1. Distribution of educational materials and resources 2. Teacher hiring
		1. District of Nueva Cajamarca (Rioja) 2. District of Yantalo (Moyobamba) 3. District of Agua Blanca (El Dorado) 4. District of Alberto Leveau (San Martín) 5. District of Cacatachi (San Martín) 6. District of Buenos Aires (Picota) 7. District of Alto Saposa (Huallaga) 8. District of Pachiza (Mariscal Cáceres) 9. District of Bajo Biavo (Bellavista) 10. District of Nuevo Progreso (Tocache)	Support to expansion of the Regional Education Management Model of San Martín (Pilot Districts / UGEL selected by the DRE - San Martín <sup>4</sup> )
Ucayali Regional Government	Coronel Portillo MP	1. Campo Verde MD 2. Manantay MD 3. Nueva Requena MD 4. Yarinacocha MD	1. Solid waste collection 2. Environmental education
			Support to education management in Ucayali: Distribution of educational materials and resources (Coronel Portillo DRE and UGEL).
<b>4</b>	<b>4</b>	<b>25</b>	

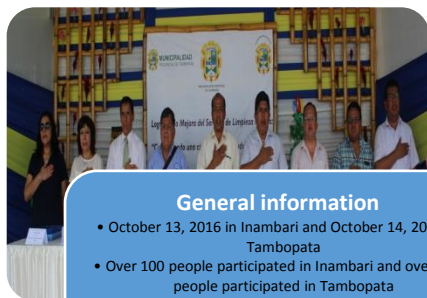
The dissemination efforts and commitments of these governments to maintain achievements focused on the four “Celebration of Achievements” ceremonies held by the governments of Madre de Dios, Amazonas, Loreto, Ucayali and San Martín GGD’s. Also, at these ceremonies the Program formally and symbolically transferred the products and resources it had worked on to the governments.

The details for each ceremony are provided below:

<sup>3</sup> In 2017, as in 2016, the Program’s work with the District Municipality of El Cenepa was not concluded because the mayor was absent from the management process and there are only officials who manage from Nieva or Bagua. However, he was present at the closing of the Program (Celebration of Achievements) and the Toolbox was transferred to him for strengthening decentralized management.

<sup>4</sup> There are 13 districts that the DRE initially selected. Not included on the list: Pajarillo, Cuñumbuqui and Barranquita because Cuñumbuqui and Barranquita are included in the Lamas GGD and in the case of Pajarillo, due to the progress reported in the district, the DRE decided to remove it from the pilot districts group.

➤ **Madre de Dios: Environmental services: public cleanliness and environmental education**



**General information**

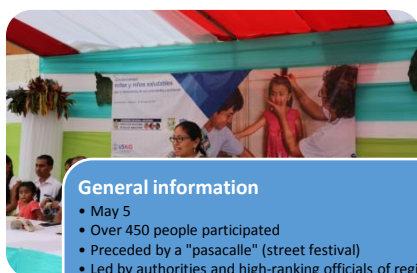
- October 13, 2016 in Inambari and October 14, 2016 in Tambopata
- Over 100 people participated in Inambari and over 300 people participated in Tambopata
- Led by authorities and top officials of the Inambari MD and Tambopata MP
- 62 service oversight team members were recognized
  - Formal public transfer of the Program's tools



**Commitments and actions taken by the governments:**

- Signing of a record of transfer of the collaborative oversight strategy for the solid waste collection and transportation service
- Support oversight teams through the MP and the MINAM Technical Office.
  - In March 2017, the Tambopata MP approved Council Agreement No. 015-2017-CMPT-SO establishing a space for interinstitutional coordination at the municipal level to promote organizing actions to improve public sanitation services and develop institutional capacities that will enable expanded coverage and better quality of public sanitation services.

➤ **Amazonas - Condorcanqui: Growth and Development Controls for Children Under Five (CRED) and Prenatal Care (APN) Services**



**General information**

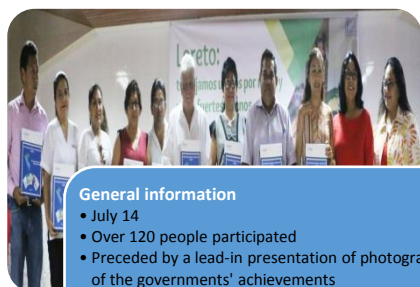
- May 5
- Over 450 people participated
- Preceded by a "pasacalle" (street festival)
- Led by authorities and high-ranking officials of regional and local governments
- 20 oversight team members of the CRED and APN services for the 4 health centers (Nieva, KigKis, Galilea and Huampami) were recognized via mayoral resolutions passed by the provincial municipality of Condorcanqui and district municipality of Rio Santiago
- Formal public transfer of the Program's tools



**Commitments and actions taken by the governments:**

- Continue the practice of articulating efforts to improve the effectiveness of their interventions
- Support oversight teams through the social monitoring team of the Condorcanqui MP
- The Condorcanqui Health Network Quality Team of the Amazonas DIRESA will continue functioning and developing actions to monitor the plans to improve the CRED and APN services

➤ **Loreto: Growth and Development Controls for Children Under Five (CRED)**



**General information**

- July 14
- Over 120 people participated
- Preceded by a lead-in presentation of photographs of the governments' achievements
- Led by authorities and officials of the Maynas MP and the DIRESA of the Regional Government of Loreto
- 24 oversight team members for the CRED service of 3 health centers (Moronacocho, 06 de Octubre/Belén and Bellavista Nanay/Punchana) were recognized
- Formal public transfer of the Program's tools (toolbox)



**Commitments and actions taken by the governments:**

- 100% of GGD members signed commitments to support the functioning of the CRED service oversight teams
- Continue the practice of articulating efforts to improve the effectiveness of their interventions
- Health quality direction (DIRESA) to expand "Service improvement tool" to other health services or networks
- Mazán and Indiana MDs, through their 03 CPVCs, are adopting and implementing the collaborative oversight strategy

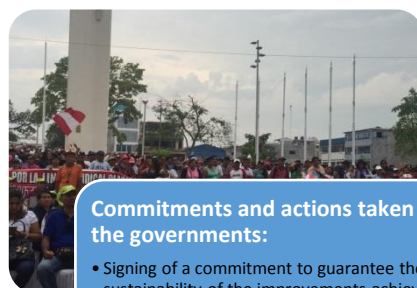


➤ **Ucayali Services: i) Environment, public sanitation and environmental education and ii) Regional Education Management**



**General information**

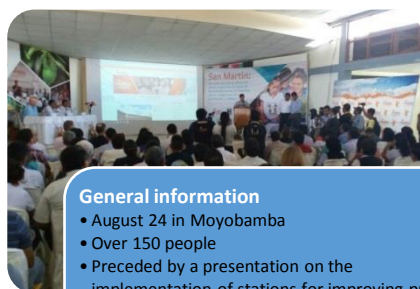
- 17 de August
- Over 500 people participated
- Preceded by a "pasacalle" (street festival) with informative stands for each government and led by authorities and high-ranking officials of regional and local governments
- 20 oversight team members for the service were recognized
- Formal public transfer of the Program's tools



**Commitments and actions taken by the governments:**

- Signing of a commitment to guarantee the sustainability of the improvements achieved for the three priority services
- A meeting of the GGD was held (09/14)
- Support oversight teams through the Technical Secretary of the Municipal Environmental Commission (CAM) of Coronel Portillo Province

➤ **San Martín: Educational materials distribution and teacher hiring services and expansion of the Regional Education Management Model**



**General information**

- August 24 in Moyobamba
- Over 150 people
- Preceded by a presentation on the implementation of stations for improving public sanitation services
- Led by authorities and high-ranking officials of regional and local governments
- 05 collaborative oversight teams were recognized
- Formal public transfer of the Program's tools



**Commitments and actions taken by the governments:**

- Continue the practice of articulating efforts to improve the effectiveness of their interventions.
- Support oversight teams through local governments, especially the Lamas MP.
- Expansion of the FOCAS tool and improvement of services in the other 10 UGELs of San Martín based on the experience of Lamas

During the year, the following tools and resources worked on by the Program were formally transferred to entities in the territories (especially regional and local governments):

- ✓ 23 decentralized governments applied and 20 institutionalized the Institutional Capacities Diagnostic (FOCAS) tool (with legislative approval).
- ✓ Loreto Regional Government (DIRESA) adopted:
  - Projects (plans) to improve the quality of services (QSIP).
  - Service satisfaction survey.
- ✓ Ucayali Regional Government (DRE and Coronel Portillo UGEL) service satisfaction survey.
- ✓ San Martín Regional Government (DRE and Lamas UGEL) service satisfaction survey.
- ✓ The Condorcanqui-Amazonas Territorial Unit of the JUNTOS Social Program of the MIDIS has adopted the program for strengthening the capacities of women leaders.
- ✓ The Office of the Ombudsman of San Martín, Loreto and Ucayali used the Manual/Guide to proper implementation of the "Transparency Murals".

## 2.1 Public administration capabilities strengthened

Notable results of FY5-2017:

- ✓ Evidence of the sustainability of the application of the “Institutional Capacities Diagnostic<sup>5</sup>” (FOCAS) tool in decentralized governments of the GGDs<sup>6</sup> is shown by the following:
  - 100% of the decentralized governments have technical teams or at least one official designated to be responsible for application of the FOCAS tool; they manage the content of the tool, recognize its importance for the fulfillment of their functions and have applied it in relation to the prioritized service for their territories.
  - 100% of the technical teams or designated officials applied the FOCAS tool independently, and the Program provided prompt, on-demand technical assistance.
  - 100% of the municipalities making up the Loreto and San Martín GGD’s in 2015 (4 local governments: Indiana, Fernando Lores and San Juan Bautista in Loreto and Barranquita in San Martín), have comparative data (2015, 2016 and 2017) for measuring progress in the fulfillment of their functions.
  - 100% of the decentralized governments making up the first GGD’s of Amazonas, Loreto, San Martín and Ucayali have comparative data (2013, 2014, 2015, 2016 and 2017) for measuring progress in the fulfillment of their functions.
  - Expanded application:
    - The team of the San Martín Regional Education Office manages the content of the tool, recognizes its importance in the fulfillment of the office’s functions, applies the tool on the regional level and supports the technical teams for the 10 UGEL’s of the department of San Martín in application of the tool at the UGEL level.
    - The team of the Ucayali Regional Education Office manages the content of the tool and applies the tool.
    - Provincial Municipality of Bagua (Amazonas) and District Municipality of San Juan Bautista (Loreto) apply the tool to improve public sanitation service, as a result of the Program’s transfer of the tool to the Environment Ministry (MINAM).
- ✓ On average, the Institutional Capacities Index (ICI) improved in comparison to 2016<sup>7</sup> in 23 decentralized governments of the GGD’s. Some highlights worth noting:
  - 100% of the governments of the GGDs increased their General Average ICI with respect to the year before: San Martín and Ucayali reported a 15% increase, while Amazonas reported a 2% increase and Loreto reported a 5% increase.
  - 96% of the governments (22 of 23) improved their ICI for the function of strategic and operational planning; the most positive changes were reported by the local governments of Zapatero (53%) in San Martín and Campo Verde (30%) in Ucayali, while the only government that reported a reduction was the Maynas MP (-7.2%). As of the last measurement (April 2017), the preparation of some planning instruments (Coordinated Local Development Plan, 2018 POI and the multi-year base programming of the IEP) had not been completed.

<sup>5</sup> Strengthening the institutional capacities of the decentralized governments so that they effectively fulfill the five functions assigned to all public entities: planning, legislation, executive/administrative, promotion of citizen participation, and oversight and control.

<sup>6</sup> 4 regional, 4 provincial and 15 district governments.

<sup>7</sup> The average percent change for 2016-2017 achieved by the governments of the first GGD is as follows: **Amazonas** (General Average, 2%): Regional Government, 2%; Condorcanqui MP, 2%; Río Santiago MD, 2%. **Loreto** (General Average, 5%): Regional Government, 8%; Maynas MP, 2%; Punchana MD, 2%; Belén MD, 4%; Mazán MD, 7%. **San Martín** (General Average, 15%): Regional Government, 2%; Lamas MP, 18%; Zapatero MD, 63%; Tabalosos MD, 14%; and Cuñumbuqui MD, 3%. **Ucayali** (General Average, 5%): Regional Government, 14%; Coronel Portillo MP, 5%; Campo Verde MD, 18%; Yarinacocha MD, 9%; Nueva Requena MD, 43%; and Manantay MD, 14%.

The average percent change for 2016-2017 in comparison to 2015 for governments of the GGD’s is as follows: **Loreto**: Fernando Lores MD, -14%; Indiana MD, 4% and San Juan Bautista MD, 4%. **San Martín**: Barranquita MD, 17%.

- 78% of the governments (18 of 23) improved their fulfillment of the legislative function, with the most dramatic ICI increases being reported by the municipalities of Zapatero (183%) in San Martín and Nueva Requena (83%) in Ucayali. The two governments reporting the greatest drop in levels of fulfillment are Maynas (-7.2%) and Coronel Portillo (-5.3%). Because the 2017 POI had not been approved as of the last measurement (April 2017) in Maynas and officials had weaknesses in formulating local environmental policies in Coronel Portillo, key planning instruments were not implemented in these areas.
  - 78% (18 of 23) of the governments increased their fulfillment of the function of promoting citizen participation, especially Nueva Requena (39%) in Ucayali and Zapatero (19%) in San Martín. The two governments reporting the lowest levels of fulfillment are Coronel Portillo (-5.3%) and the San Martín Regional Government (-2%). In the case of Coronel Portillo, this was for not having provided information on the results of service management through its portal and transparency mural, and not incorporating the service improvement recommendations submitted by the oversight teams in their periodic reports; and in the case of San Martín, because the goals set for implementation of the work plans of the citizen participation spaces were not reached.
  - 91% of the governments (21 of 23) improved their fulfillment of the executive/administrative function. The governments reporting the most dramatic increase are Nueva Requena (40%) and Zapatero (36%), while the Belén MD reported no progress (0%) because it had been unable to execute the budget assigned to the Articulated Nutritional Program and National Urban Sanitation Program.
  - 83% of the governments (19 of 23) increased their fulfillment of the oversight and control function, especially the municipalities of Lamas (49%) and Nueva Requena (29%); while the greatest reduction in fulfillment was reported by the Amazonas Regional Government (-0.1%) because there are no supplemental mechanisms of follow-up or corrective measures beyond those of the Nutritional Status Information System of the MINSA (SIEN).
- ✓ With respect to the strategic planning and operation function, taking the guidelines of the guiding entity in this matter (CEPLAN) and their impact on improving the delivery of services into consideration, the most notable achievements are as follows:
- 7 governments of the GGD's advanced with or concluded the process of preparing the Coordinated Local Development Plan (PDLC in Spanish) to have a draft version of this document: (i) Amazonas: Condorcanqui MP and Río Santiago MD; (ii) Loreto: Maynas MP and Punchana, Fernando Lores and Belén MD; and (iii) Ucayali: Coronel Portillo MP.
  - 5 governments of the GGD's prepared or updated their Strategic Institutional Plans (PEI's in Spanish), which will guide their management over the next 3 years: (i) Amazonas: Regional Government, Condorcanqui MP and Río Santiago MD; (ii) Loreto: Belén MD, and (iii) Ucayali: Coronel Portillo MP.
  - 2 regional governments prepared their People Development Plan (02 PDP): Amazonas GR and Ucayali GR (2017 Annual PDP and 2017-2021 Five-Year PDP), which have indicators and a budget for implementing their main activities.
  - 20 decentralized governments have formulated their 2017 Institutional Operating Plans (POI in Spanish) including a focus on results and actions that facilitate the delivery of priority public services in each territory (education, health and environmental management): i) Amazonas: Amazonas GR, Condorcanqui MP and Río Santiago MD; ii) Loreto: Maynas MP and the Punchana, Belén, Mazán, Fernando Lores, San Juan Bautista and Indiana MD's; iii) San Martín: Lamas MP and the Cuñumbuqui, Zapatero, Tabalosos and Barranquita MDs; and iv) Ucayali: Ucayali GR, Coronel Portillo MP and the Manantay, Yarinacocha and Nueva Requena MD's.
  - 3 of the decentralized governments have advanced with preparing or have concluded their 2018 POI's, in accordance with the new CEPLAN guidelines: i) Loreto: Maynas MP and Belén MD; and ii) San Martín: Lamas MP.
  - Other plans that have been prepared this year with the Program's support for the purpose of improving municipal management and the delivery of services are: i) 2016-2017 Contingency Plan for Floods of the Loreto GR; ii) Communications Plan of the San Martín DRE; iii) In Ucayali: work plans to develop programs for segregation of solid waste at the source and selective waste

collection for the Coronel Portillo MP and Manantay and Yarinacocha MD's, as well as plans for updating the solid waste profiling study of urban households by the Nueva Requena MD.

✓ With respect to the legislative function, the most notable results are:

- 19 subnational governments approved their 2017 POI through mayoral resolutions,<sup>8</sup> while 5 decentralized governments approved PEI's through mayoral resolutions or city council agreements.<sup>9</sup>
- In the Condorcanqui - Amazonas MP, a mayoral decree was issued approving regulations on the guidelines for promoting citizen participation within the framework of Ordinance No. 005-2016, which prioritizes the fight against chronic infant malnutrition and anemia.
- 25 regional and local ordinances directly related to improving services and modernizing management, and some ordinances incorporating a focus on gender and interculturality were passed:
  - **Environment (08):** 03 ordinances regarding the design of a program for segregation of solid waste at the source and selective waste collection (Coronel Portillo MP and the Yarinacocha and Manantay MD's), and 05 ordinances establishing the collection of fees, thus guaranteeing the financial sustainability of public sanitation services (Coronel Portillo MP and the Yarinacocha, Campo Verde, Nueva Requena and Manantay MD's).
  - **Health (05):** i) In Amazonas: through 02 Directorial Resolutions a Multi-Year Plan was approved for managing quality and forming the technical quality team of DIRESA and of the Condorcanqui Health Network; and ii) in Loreto, the Mazán, Indiana and Fernando Lores MD's issued 03 Ordinances declaring as a priority the fight against chronic infant malnutrition.
  - **Education (03):** Resolutions approving the 2017 Communications Plan of the DRE and the Operation Manual of the DRE and UGEL (San Martín GR).
  - **Gender (02):** Ordinance approving the Internal Regulations of the Regional Council (RIC in Spanish) of the San Martín GR which incorporate a gender-based focus in the description of the positions making up this legislative body; and a Directorial Resolution of the Amazonas DIRESA approving Operating Guides to integrate a gender-based focus into the outpatient consultation of prenatal care (APN) and into the CRED service.
  - **Interculturality (01):** Directorial Resolution approving the Coronel Portillo UGEL's Citizen Customer Service Protocol, which has an intercultural focus.
  - **Modernization of public management (06):** 02 Regional Ordinances approving the updating of the ROF's of the Ucayali GR (Territorial Management Offices of Purús, Padre Abad and Atalaya, and of the DREU) and of the San Martín GR (amendment of the second transitory provision of the ROF's enabling improvement of the internal functioning of the DRESM); 01 Directorial Resolution approving the Operation Manual of the San Martín DRE and UGEL; and 03 Mayoral Decrees approving the revision and updating of the TUPA's of the Manantay, Nueva Requena and Campo Verde MD's (Ucayali).

✓ With respect to the administrative/executive function, governments strengthened their capacity for improving government contracting and access to national mechanisms and public funds associated with better delivery of services, among other things. The achievements are as follows:

- 05 case files documenting fulfillment of the goals of the 2016 and 2017 incentives plans: (i) Three fulfillment case files in connection with Goal 06 of 2016: Developing a program for segregation of solid household waste at the source and selective waste collection in the district: Coronel Portillo MP and the Yarinacocha and Manantay MD's, (ii) One fulfillment case file with respect

<sup>8</sup> In Amazonas: Amazonas GR, Condorcanqui MP and Río Santiago MD; in Loreto: Maynas MP and the Mazán, Punchana, Belén, Fernando Lores, Indiana and San Juan Bautista MDs; in San Martín: Lamas MP and the Zapatero, Culumbuqui, Tabalosos and Barranquita MD's; and in Ucayali: Ucayali GR, Coronel Portillo MP and the Manantay, Yarinacocha and Nueva Requena MD's.

<sup>9</sup> In Amazonas: Amazonas GR, Condorcanqui MP and Río Santiago MD; in Loreto: Belén MD; and in Ucayali: Coronel Portillo MP.



to Goal 36 of 2016: Implementing final safe disposal of solid household waste and designing a program for segregation of waste at the source in the district: Municipality of Campo Verde, and (iii) One fulfillment case file in relation to Goal 10 of 2017: Developing an Integrated Municipal Solid Waste Management System in the district: Municipality of Campo Verde.

- 01 public investment project for the improvement of comprehensive solid waste management in the district of Campo Verde that accesses FONIPREL funding (over 3 million Peruvian Soles for purchasing vehicles and machinery and for the construction of a sanitary landfill).
  - 305 officials of decentralized governments and other public entities of the departments of Ucayali (70), Loreto (91) and Amazonas (144) strengthened their capacities in government contracting, in the framework of the new Law and its Regulations.
  - Governments of the Amazonas and Loreto GGD's improved budget allocation and execution (average) of actions associated with the fight against chronic infant malnutrition and anemia, in the framework of the Budget Programs: i) Articulated Budget Program (Amazonas: 70%, Loreto: 61%), ii) Urban Sanitation Program (Amazonas: 57%, Loreto: 42%), and iii) Rural Sanitation Program (Amazonas: 43%, Loreto: 30%).<sup>10</sup> Notably, in the case of Amazonas, the Condorcanqui Health Network is included as an executing unit of the Amazonas GR effective January 2017.
  - In the framework of the modernization process of the San Martín DRE and UGEL, there are: i) provisional CAP's and greater budgets for improving education management; ii) work teams strengthened and supported by the implementation of the modernization process; iii) 2 pilot UGEL's (Lamas and Moyobamba) designated for initiating implementation of the Operation Manual; and iv) a system for monitoring the modernization process of the DRE based on products and results.
- ✓ In the area of supervision and control, the governments of the Loreto and San Martín GGD's are noted for developing the evaluation of their 2016 POI's.
- ✓ For the second year in a row, the Lamas UGEL of the San Martín GR won the "2017 Recognition of Good Education Management Practices in the UGEL: 20 in Management" award given by the MINEDU for their collaborative oversight strategy for improving the delivery of educational materials and resources in the Province of Lamas (Category: Contribution to a Good Start to the School Year).

## **2.2 Modernization of public administrative systems and policies at sub-national levels improved.**

- ✓ The capacities of 305 public servants (173 men and 132 women) were strengthened in government contracting through their participation in the informative chat "Scope of the Government Contracting Law and its Regulations – Legislative Decree No. 1341." Officials from Amazonas, Loreto and Ucayali participated in the event.
- ✓ The regional governments of San Martín and Ucayali concluded a process of institutional reorganization focused on education management, in line with the government modernization policy and following the guidelines of the Office of the President of the Council of Ministers.
- The San Martín Regional Government at the level of the DRE and UGEL approved the Operation Manual through Regional Directorial Resolution No. 0633 – GRSM/DRE. Implementation of the MOP is under the responsibility of the DRE Modernization Commission, which will supervise implementation in the Lamas and Moyobamba UGELs as "pilots."
  - Ucayali, through Regional Ordinances No. 010 and 012-2017-GOREU-CR, approved Regulations on Organization and Functions (ROFs) in relation to four of its bodies: i) Regional Environmental Authority, ii) Regional Education Office, iii) UGEL and iv) Territorial Management Offices. Also, the Regional Education Office updated its TUPAs

<sup>10</sup> Average budget execution calculated on the basis of the information available at the Economics Ministry's Economic Transparency Portal as of August 2017.

- ✓ 19 municipalities have reports on “job positions and occupants mapping”<sup>11</sup> and 10 municipalities have reports on “process and time estimation mapping,”<sup>12</sup> tools that enable officials to make decisions to improve public management. They also provide a very important input for adaptation and transition to civil service reform (Law No. 30057).
- ✓ Of the 05 water and sanitation projects that received FONIE funding for preparation of the technical pre-investment files in 2015:
  - 02 projects under the Regional Government reached the Investment Phase (according to the project registration application). Issuance of managerial resolutions approving the following technical files is pending: i) Installation of a drinking water and sanitation system in the Native Communities of Papayacu, Onanga and Nauta. District of Rio Santiago, Province of Condorcanqui, Amazonas; and ii) Installation of a drinking water and sanitation system in the Native Communities of Majanu Entsa, Alto Majanu Entsa and Progreso, District of Nieva, Province of Condorcanqui, Amazonas.
  - 03 projects under the El Cenepa MD are seeking funding for execution: i) Expansion and improvement of the drinking water system in the Native Community of Nueva Era, District of El Cenepa, Province of Condorcanqui, Amazonas; ii) Expansion and improvement of the drinking water system in the Native Community of Nueva Isla, District of El Cenepa, Province of Condorcanqui, Amazonas; and iii) Expansion and improvement of the drinking water system in the Native Community of Nueva Kanam, District of Cenepa, Province of Condorcanqui, Amazonas.

### 2.3 Integration of Sectors within Sub-National Governments Achieved.

- ✓ Spaces for intergovernmental articulation (Decentralized Management Groups/GGD’s) for the improvement of government services have been maintained and intensified. Over the last year 2 GGD meetings have been held in Amazonas, 1 in Loreto, 1 in San Martín and 2 in Ucayali. At each of these meetings member governments of the GGD’s signed specific commitments for improving government services.
- ✓ Actions to improve the quality of government services have been institutionalized:
  - 100% of Loreto’s health centers (seven) completed implementation of their projects to improve the CRED service and are updating them; also, in the case of the Mazán CS and 6 de Octubre CS, this good practice has been extended to obstetric services.
  - 100% of Amazonas’s health centers (four) have fulfilled the improvement projects they prepared last year and are prepared to identify and implement new projects with the support of the DIRESA, Condorcanqui Health Network and the managers of the 4 CS’s.
  - 100% of the health centers in the jurisdiction of the Loreto GGD (CRED) and Amazonas GGD (CRED and APN) have formally appointed quality teams with strengthened capacities for implementing improvement actions. Also, the formation of improvement teams has expanded to the Loreto and Amazonas DIRESAS and the Condorcanqui Health Network.
  - The Amazonas DIRESA approved and disseminated three Operating Guides for i) promotion of the collaborative oversight of the CRED service, ii) incorporation of a gender-based focus in the outpatient consultation of APN and iii) incorporation of a gender-based focus in the outpatient

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<sup>11</sup> Loreto (Provincial Municipality of Maynas and District Municipalities of Indiana, Mazan, Belén, Fernando Lores, Punchana and San Juan Bautista), Madre de Dios (Provincial Municipality of Tambopata and District Municipalities of Las Piedras and Inambari), San Martín (Provincial Municipality of Lamas and District Municipalities of Barranquita, Zapatero, Tabalosos and Cuñumbuqui) and Ucayali (District Municipalities of Nueva Requena, Yarinacocha, Campo Verde and Manantay).

<sup>12</sup> District Municipalities of: Campoverde in Ucayali, Fernando Lores and Belén in Loreto, Cuñumbuqui, Zapatero, Barranquita and Tabalosos in San Martín; Inambari in Madre de Dios and the provincial municipalities of Lamas in San Martín and Tambopata in Madre de Dios.

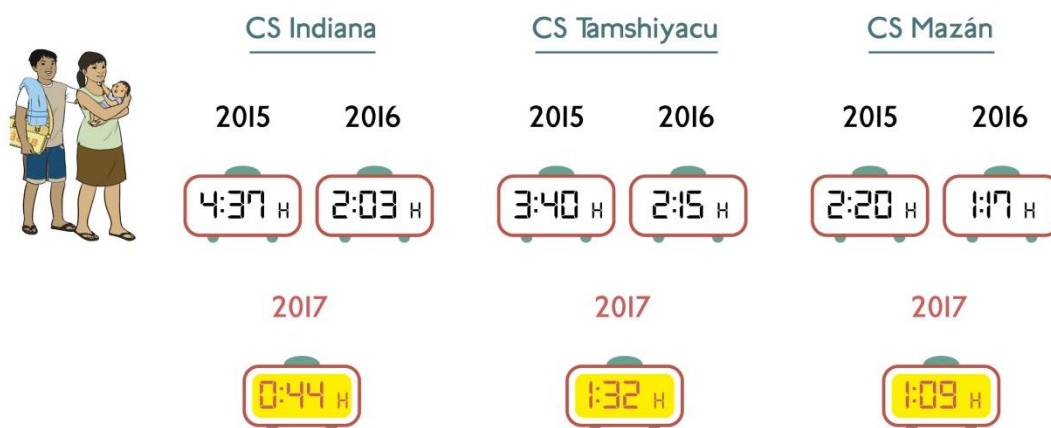
consultation of the CRED service, at the level of departmental health networks, micronetworks and establishments.

- 80% of the local governments of the Ucayali GGD have incorporated improvement of the quality of public sanitation services in the activities of their Institutional Operating Plans (Coronel Portillo MP and the Yarinacocha, Manantay and Nueva Requena MD's).
- 100% of the municipalities of the Ucayali GGD (Coronel Portillo MP and the Yarinacocha, Manantay, Campo Verde and Nueva Requena MD's) have updated plans for improving the quality of public sanitation services that contain improvement actions under a process-based focus.
- 100% of the local governments of the San Martín GGD have incorporated actions associated with improving education management, in coordination with the Lamas UGEL, into their Institutional Operating Plans (Lamas MP, Tabalosos MD, Zapatero MD, Cuñumbuqui MD and Barranquita MD).

#### **In Health – CRED and APN Services:**

- ✓ With respect to the organization, cleanup and systematization of clinical records (Historias Clínicas-HC in Spanish), in **Loreto**: 100% of health centers have achieved the organization, cleanup and systematization of their HC and have a computer system for scheduling appointments. In **Amazonas**: 4 health centers have achieved the organization, cleanup and systematization of 100% of their HC's, and in the case of the Nieva CS, records have also been systematized in a database.
- On the operations level:
  - 100% of the health centers of Amazonas and Loreto have improved their management of HC's based on the application of a family folder, the design of which was developed with the help of the Program, and a form for daily logging of care given to boys and girls under the age of 12 (Condorcanqui Health Network).
  - In Amazonas, the teams of the Huampami and KigKis CS's strengthened their capacities for incorporating a gender-based focus in the delivery of health services.
- 100% of the health centers of Loreto (07 CSs) and Amazonas (04 CSs) have made improvements in signage with an intercultural focus, informational panels on CRED and APN services (only in the Amazonas CS), and boards for scheduling appointments, as well as in dissemination, through radio spots on good practices in the CRED and APN services and shared family responsibility (Amazonas).
- The wait time to receive care experienced by outside users of CRED services reported improvements from 2016 to 2017. In Loreto: 6 of the 7 health centers receiving technical assistance from the Program have reduced user wait time (Bellavista Nanay CS by 7 minutes, Moronacocha and Mazán CS's by 8 minutes, Indiana CS by 1 hour 19 minutes, Tamshiyacu CS by 43 minutes and 6 de Octubre CS by 1 hour 21 minutes). In Amazonas: wait time was reduced at 4 health centers (Nieva CS by 13.7 minutes, KigKis CS by 12.6 minutes, Galilea CS by 20 minutes and Huampami CS by 17 minutes).

## Loreto: Improvements in wait times



## Amazonas: Improvements in wait times

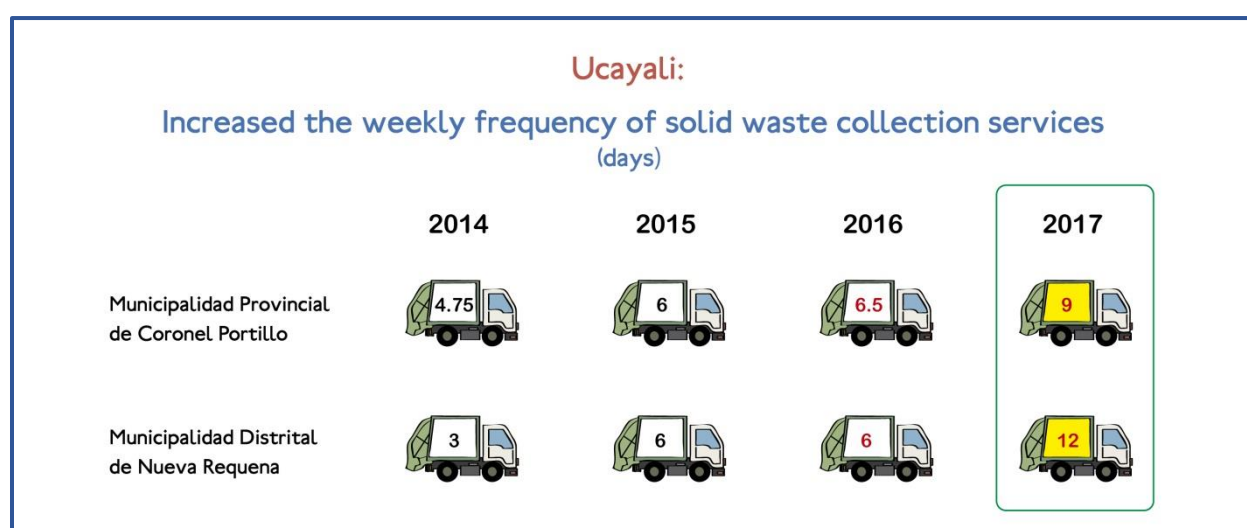




- 3 of the 4 Amazonas CS's have increased their indicator for prompt care of pregnant mothers (APN): Nieva CS 27.2%, Galilea 22%, KigKis 16% (only Huampami dropped by 9%).
- Average citizen customer satisfaction with CRED services with respect to the previous year rose at 100% of Loreto's health centers (going from 60% to 63%) and 100% of Amazonas' health centers (going from 55.3% to 89%).

#### **In Environmental Management – Public sanitation and environmental education services:**

- ✓ Weekly frequency of public sanitation services increased in Ucayali, particularly in the Coronel Portillo MP, which reported an increase from 6.5 times per week (average) in 2016 to 9 times per week in 2017, and the Nueva Requena MD, which reported an increase from 6 times per week (average) in 2016 to 12 times per week in 2017.

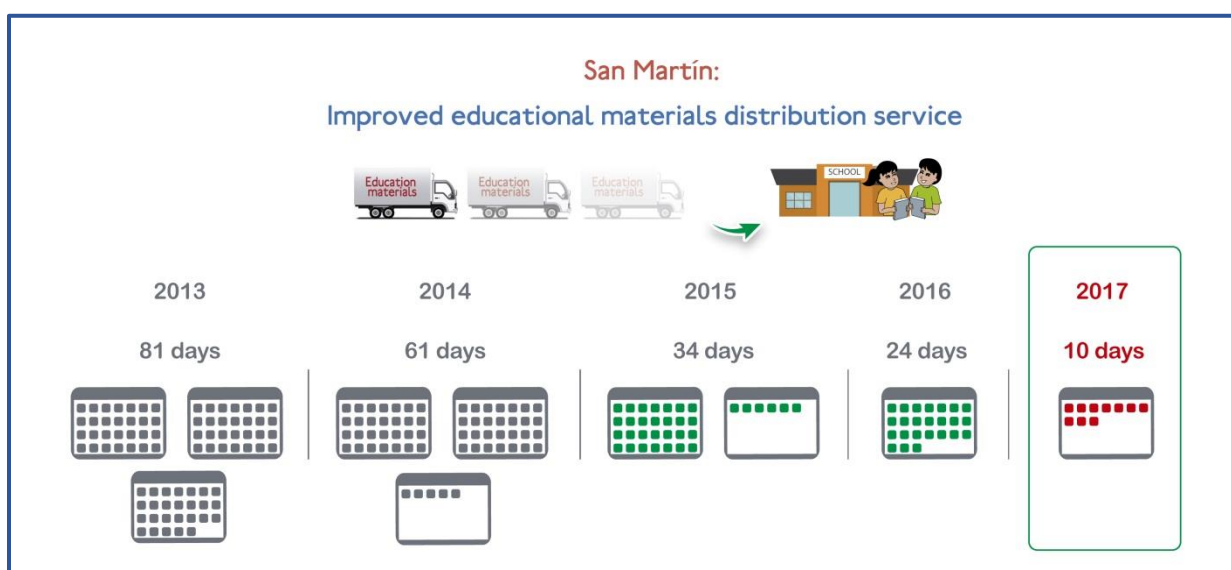


- ✓ Achievements in environmental education in Ucayali are as follows:
  - 30,000 residents were educated about public sanitation and the need to deposit solid waste in containers and bags provided by the municipalities during the “Clean San Juan 2017” environmental awareness-building and education campaign in Ucayali.
  - 50 tons of solid waste produced during the Festival of San Juan were collected in a timely manner (24 tons collected in the days prior to June 24 and 26 tons collected on June 24 and 25).
  - Seven governments worked in an articulated manner on the aforementioned campaign: the national government (which had a presence through MINCETUR and the MINAM), the Ucayali Regional Government, and 05 local governments: Coronel Portillo, Yarinacocha, Manantay, Campo Verde and Nueva Requena.
  - Over 800 people were mobilized to participate in the different activities planned for Ucayali's environmental education campaign.
    - 360 officials were involved and actively participated in the campaign.
    - 210 municipal workers were involved in public sanitation, waste segregation and street sweeping.
    - 150 public institutions (MINCETUR, GOREU, OEFA, INRENA, OSINERGMIN, ANA, Public Prosecutor, Judiciary Branch and Coronel Portillo UGEL) participated.
    - 60 representatives participated on behalf of the following companies: Emapacopsa, Electro Ucayali, Chamber of Commerce and Tourism, IIAP, Asociación de Botes Turísticos “Los Delfines,” Láser Viajes y Turismo Pucallpa, Cosesa Inversiones, Credivargas, Centros Recreacionales “El Encanto” y “El Rancho,” and more.
    - 10 recyclers from the municipal waste segregation programs participated.

- 10 environmental monitors from the districts of Nueva Requena and Campo Verde participated.
- 386 volunteers were involved in cleanup and awareness-building activities (including students and teachers from public schools such as II. EE. San Fernando, private schools such as Sollertia and Saco Oliveros, institutes such as SENATI, TEC and SUIZO, universities such as UNU, UNIA, and UAP, and the Professional College of Biologists, as well as representatives from environmental groups like MaiMetsa, InteQuorum Ucayali Network, JUCA and RUA).
- 20 strategic zones in 05 districts were covered by the campaign.
- The following communication pieces and materials were prepared and disseminated for the campaign: 02 radio spots, 01 television spot, 4,000 flyers, 60 stickers, 04 selfie frames, a Facebook account, messages about the campaign in local water and power bills for the month of June, and 18 banners placed in top-priority areas.
- In addition to the campaign, in association with the implementation of a work plan in environmental education, over 1,000 people were educated and trained in environmental issues: 896 representatives of the educational community (487 women and 409 men, including principals, teachers and students from 12 educational institutions), 209 businesspeople (162 women and 47 men from 6 markets) and over 100 residents of 05 human settlements in 05 districts.
- ✓ The percentage of citizens satisfied with the delivery of public services has improved:
  - High levels of citizen satisfaction are noted with respect to solid waste collection services, reaching an average satisfaction of 62% in 2017. Notably, this year the Nueva Requena MD reached 88% satisfaction, while the Coronel Portillo MP reached 68% satisfaction.
  - With respect to environmental education in educational institutions, an average of 69% satisfaction was obtained in 2017.

#### **In Education – Educational Materials Distribution Services and Teacher Hiring Services – Lamas / San Martín:**

- ✓ Time spent distributing educational materials and resources in the Lamas UGEL was effectively reduced from 81 days in 2013 to 10 days in 2017. To achieve this result, time adjustments were made in the following subprocesses: request for inputs, preparation of materials and registration standards for the educational institutions, preparation of terms of reference for hiring third party services, and distribution of educational materials by a contract transportation service.



- ✓ 100% of teacher positions in the San Martín GR are filled. In 2015, local governments filled 25% of requested positions in teacher hiring; now, this amount in the budget can be set aside for support actions to improve education management in the districts.
- ✓ For the second consecutive year, the Education Ministry awarded the Lamas UGEL with first place in Category I, Contribution to a Good Start to the School Year, in recognition of “Good Education Management Practices in the UGEL’s – 2017” for the experience: “Collaborative oversight for improving the delivery of educational materials distribution in the province of Lamas, Region of San Martín 2016-2017,” which highlights oversight actions promoted by the Program.
- ✓ The percentage of citizen satisfaction with the delivery of public services increased with respect to the year before: 94% citizen satisfaction with the timely delivery of educational materials to educational institutions and with the timely hiring of teachers in 2017 (in 2016, citizen satisfaction was at 82% and 79% regarding the timely delivery of materials and teacher hiring, respectively).

## **2.4 Capacity to Effectively Manage and Respond to Conflict and Natural Disasters.**

### **Conflict Management and Response**

- ✓ The guiding role of the the Secretariat of Social Management and Dialogue of the Office of the Vice Minister of Territorial Governance of the PCM (formerly the National Office of Dialogue and Sustainability of the PCM). Some achievements:
  - Adjusted legislative proposals: i) Draft project for creation of the National Social Conflict Prevention and Management System, ii) New version of the Intersectoral Action Protocol for uniform handling of social conflict at the level of the Executive Branch, in coordination with the decentralized governments and following a systematized national logic.
  - A document systematizing actions to strengthen the capacities of regional governments and their public servants and to support the guiding role of the former ONDS.
  - A training manual in social conflict prevention and management that would be the main input for activities to strengthen the capacities of public servants; however, the change of directors suspended this process.

### **Natural Disasters**

- ✓ This year, the sustainability of actions to strengthen the capacities of subnational governments was verified based on the following results:
  - The Loreto GR approved the Contingency Plan for Floods through Regional Executive Resolution No. 042-2017-GRL-P, of January 25, 2017. In the context of recurring periods of strong rains and the swelling of the Amazon River, the Plan would allow coordination, warning, mobilization and response procedures to be executed in a planned, rapid manner.
  - The San Martín GR approved the Disaster Risk Prevention and Management Plan, through Managerial Executive Resolution No. 165-2017-GRSM/GR of February 14, 2017. The Plan has been published on the entity’s Standard Transparency Portal.
  - The Amazonas GR has a Strategic Institutional Plan (PEI in Spanish) approved through Regional Ordinance No. 392-2017, published in Diario Oficial El Peruano on April 5. The PEI will incorporate the disaster risk management component pending CEPLAN approval.
- ✓ The CEPLAN has incorporated disaster risk management (GRD in Spanish) in institutional planning,<sup>13</sup> which reinforces the Program’s practice of incorporating GRD in coordinated development plans and strategic and institutional operation plans, articulating them in a joint fashion with the management of the entities and in accordance with the budget.

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<sup>13</sup> Guide to Institutional Planning, approved by Resolution of the Chairman of the Board of Directors No. 33-2017-CEPLAN/PCD on June 02, 2017.

## 2.5 Expanding Local Education Management in San Martín.

- ✓ The strategy of implementing Local Education Management based on 2 key processes has yielded the following results:
  - Institutionalized Local Education Management teams:
    - 43 officials (34 men and 9 women) of the local Technical Pedagogical Management Team of the DRE and UGEL's strengthened their capacities in and evaluated the instruments of regional education management in fulfillment of RD No. 087-2016-GRSM/DRE, "Supplemental orientation in the development of education and management actions in the Region of San Martín – 2016" and Directive No. 004-2016-GRSM/DRE, "Guidelines for the Implementation of Lines of Action and Strategies for Orienting the Management of Education in the Region of San Martín – 2016."
    - The DRE approved Directorial Resolution No. 036-2017 on "*Supplemental Orientation for the 2017 School Year*," in the framework of RM No. 627-2016-MINEDU "on Legislation and Orientation for the Development of the 2017 School Year in Primary School Educational Institutions and Programs."
    - 13 officials (9 men and 3 women) of the DRE and UGEL appointed as Specialists in Local Education Management and Conditions for Educatability are independently exercising their functions and implementing regional education development policy guidelines and actions in the framework of results-based management.
    - 4 Academic Network Councils (CAREDS in Spanish) of the Pinto Recodo, Tabalosos, Barranquita and Pongo de Caynarachi Educational Networks of the Lamas UGEL are exercising their functions based on the "Educational Networks: Academic Network Council (CARED) Roles and Functions" guide approved through RD No. 00447-2016-GRSM/UAP/UE.305-L. The Program assisted with the formulation of the proposal.
    - 36 officials of the Lamas UGEL (19 men and 17 women) were strengthened and involved in the implementation of mechanisms to promote the participation of the educational community in fulfillment of the goal to have 100% of boys and girls finish out the school year knowing how to read and write (Key agreement of the Lamas COPALE, 2017).
  - Sustainability of local education management (in Tocache, Mariscal Cáceres, Huallaga, Bellavista, Picota, San Martín, Lamas, El Dorado, Moyobamba and Rioja):
    - 10 COPALE's were organized in the framework of the implementation of Regional Directive No. 004-2016-GRSM/DRE, exercising their functions and implementing their work plans with a focus on improving learning achievements.
    - 10 COPALE's were involved in results-based management where they disseminated the results of the 2016 ECE, the status report on 2017 Good Start to the School Year, and fulfillment of performance commitment goals for phase I, II, III and IV which has enabled a total transfer in the amount of S/. 9,292,277.
    - 10 (ten) UGEL's have APAFA Provincial Presidents' Associations, organized democratically, with the leadership of the Local Management Team of the UGEL, who participates in the Local Participatory Council Plan.
    - Territorial articulation has been strengthened through the Local Management Committees for Social Development (CGLDS's in Spanish) with an emphasis on improving the conditions for educatability in the Provinces of El Dorado and Lamas (Cuñumbuqui, Zapatero, Barranquita and Tabalosos), enabling the preparation and implementation of articulated plans with the participation of key stakeholders (health and education sectors, local economic development agencies and local authorities such as sub-prefects, lieutenant governors, mayors, and representatives of social programs such as Qaliwarma and Juntos, DEMUNA and CEM, etc.).
    - 10 Local Management Teams, one for each of the UGEL's, reactivated sixty-four (64) educational networks that implemented work plans focused on improvement of learning,

utilizing the Orientative Guide to the Organization and Functioning of Educational Networks as a tool.

- 10 APAFA's are exercising their functions based on Directorial Resolution No. 2457-2016-GRSM/DRE, on the Regulations of the APAFA Provincial Presidents' Associations, with an emphasis on evaluations, student attendance, the tenure of principals and teachers at educational institutions, days of reflection, and more.
- 4 UGEL's (Lamas, El Dorado, Picota and Bellavista) implemented their Good Start to the School Year plans in partnership with the COPALE's, mobilizing key stakeholders (authorities, parents and civil society) for the fulfillment of such goals as the timely delivery of educational materials, enrollment of 3-year-old boys and girls in poverty quintiles 1 and 2, teacher hiring, and more.
- The San Martín Participatory Council on Regional Education (COPARE in Spanish) has a reconstituted board of directors and an agenda that prioritizes the report of the Regional Education Project (PER in Spanish).
- 12 authorities, officials of the Lamas UGEL and civil society (3 women and 9 men) of the district of Tabalosos with a knowledge of the scope of the Local Education Project (PEL in Spanish), a project developed under the Provincial Municipality of Lamas, are leading the preparation and dissemination of the PEL.
- The process of preparing and approving the legislative instruments necessary for education management-focused institutional reorganization (at the DRE and UGEL levels), in line with the government modernization policy and following the guidelines of the Office of the President of the Council of Ministers approving the Operation Manual through Regional Directorial Resolution No. 0633 – GRSM/DRE (see numeral 2.2), has concluded.

## 2.6 Expand education services in Ucayali.

The results achieved in improving education management in Ucayali are as follows:

- ✓ With respect to modernization and decentralization of education management:
  - The Ucayali DRE now has: i) a final version of the Regional Education Management Model and has begun its implementation; ii) the results of a second application of the institutional capacities diagnostic in education matters; iii) updated TUPA's and ROF's, and iv) a POI that has a process-based focus and follows CEPLAN guidelines.
  - The Coronel Portillo UGEL has a culturally pertinent Citizen Customer Service Protocol and a POI with a process-based focus.
- ✓ The Coronel Portillo DRE and UGEL have tools for improving education management, particularly the process of distributing and verifying the final destination of educational materials and resources in the framework of the Good Start to the School Year initiative. These tools include:
  - A diagnostic of the educational materials and resources distribution service for 2016.
  - An evaluation report for the 2017 process.
  - An Improvement Plan for the 2018 process.
- ✓ The Coronel Portillo UGEL fulfilled the performance commitment of timely delivery of educational materials before the school year began, ensuring that 90% of its educational institutions had the materials prior to the start of classes.
- ✓ With respect to the promotion of Open Government:
  - The DREU updated its Standard Transparency Portal, and both the Coronel Portillo UGEL and DREU have implemented Transparency Murals.
  - The Coronel Portillo UGEL issued a resolution recognizing the citizen oversight team's oversight of the educational materials distribution process.



### 3. TASK 3: ENHANCE TRANSPARENCY MECHANISMS AND CITIZEN PARTICIPATION

In FY5-2107, the USAID ProDecentralization Program has focused its actions on strengthening the improvements that have been made to transparency and citizen participation mechanisms in the framework of the Open Government policy and national policy to modernize public management at national and subnational levels. This year, an emphasis was placed on strengthening the Open Government policy at the subnational level. Here are the results.

#### 3.1 Government Accountability and Independent Control Systems used Effectively

- ✓ The guiding role of the **Secretariat for Public Administration of the Office of the President of the Council of Ministers – SGP/PCM** was strengthened in the area of transparency and citizen participation, through approval of Directive No. 001-2017-PCM/SGP on Guidelines for the implementation of the Standard Transparency Portal in Public Administration Entities, through Ministerial Resolution No. 035-2017-PCM.<sup>14</sup> This directive was formulated based on the Program's proposal to publish information on public management through the Transparency Murals.
- ✓ **Office of the Public Defender:**
  - The office has a tool that facilitates its role of promoting and supervising the *Transparency Murals* implemented by the decentralized governments, based on the preparation, approval, and publication of the *Manual for disseminating public information through Transparency Murals*;<sup>15</sup>
  - It has supervised 03 Defender's Offices in the Amazon (Madre de Dios, Ucayali and San Martín) in implementing the Transparency Murals of the regional governments (San Martín and Ucayali DRE and Lamas and Coronel Portillo UGEL) and local governments of the three departments employing the methodology set out in the *Manual for disseminating public information through Transparency Murals*.
- ✓ The capacities of the **General Office of Transparency, Public Ethics and Anticorruption - OTEPA/MINEDU** were strengthened for the fulfillment of its functions in the area of transparency and public ethics, based on the transfer of the experience of citizen collaborative oversight of educational services, which will be incorporated into the MINEDU's Institutional Open Government and Open Data Plan for 2017-2018.
- ✓ **The National Assembly of Regional Governments** strengthened its role of orienting regional governments in the area of transparency, through the publication of the "*Orientative guide to improving transparency processes in Regional governments: Standard Transparency Portals*," which has been shared with all the regional governments.

#### 3.2. Citizen Participation in Public Participatory Processes Increased

- ✓ Achievements in the timely updating of Standard Transparency Portals (PTE in Spanish) and Transparency Murals are as follows:
  - 13 PTE of subnational governments were updated: 04 regional governments, 03 provincial municipalities and 06 district municipalities.
  - 18 Transparency Murals were implemented: 04 for regional governments (02 DRE and 02 UGEL), 03 provincial municipalities and 11 district municipalities.

<sup>14</sup> The third supplemental final provision of the Directive establishes that "*when entities of public administration do not have sufficient technological infrastructure for implementing the Standard Transparency Portal, they must publish and/or disseminate the informational content (...) through mural periodicals at their offices or use other mechanisms of dissemination that enable fulfillment of the Law on Transparency and Access to Public Information.*"

<sup>15</sup> See <http://www.defensoriagobpe/modules/Downloads/documents/Manual-Murales-de-Transparencia-2017.pdf>

DEPARTMENT	PTE	TRANSPARENCY MURAL
AMAZONAS	1. Amazonas Regional Government.	1. Condorcanqui MP. 2. Río Santiago MD.
LORETO	2. Loreto Regional Government. 3. Maynas MP. 4. Belén MD. 5. San Juan Bautista MD. 6. Punchana MD. 7. Fernando Lores MD.	3. Punchana MD. 4. Belén MD.
SAN MARTÍN	8. San Martín Regional Government. 9. Lamas MP.	5. Lamas MP. 6. Zapatero MD. 7. Tabalosos MD. 8. Barranquita MD. 9. Cuñumbuqui MD. 10. Regional Government/Regional Education Office. 11. Lamas Regional Government/Local Education Management Unit.
UCAYALI	10. Ucayali Regional Government. 11. Coronel Portillo MP. 12. Yarinacocha MD. 13. Manantay MD.	12. Coronel Portillo MP. 13. Nueva Requena MD. 14. Campo Verde MD. 15. Yarinacocha MD. 16. Manantay MD. 17. Regional Government/Regional Education Office. 18. Coronel Portillo Regional Government/Local Education Management Unit.

- ✓ 04 GGD (Amazonas, Loreto, San Martín and Ucayali) have the “Standard Transparency Portals and Transparency Murals: Guidelines for regional and local governments for timely updating” tool transferred by the Program.
- ✓ 01 Training team in the area of Open Government was formed and reinforced at the Ucayali Regional Education Office. During the year, this training team strengthened the capacities of 25 officials of the Ucayali DRE (17 women and 8 men).
- ✓ Legislative proposals in the area of Open Government were drafted and approved:
  - The San Martín Regional Government drafted and approved Open Government guidelines for the entities under the regional jurisdiction of San Martín through Regional Ordinance No. 015-2017-GRSM/CR.
  - In Loreto, 02 subnational governments approved legislation institutionalizing internal processes for the timely updating of their Standard Transparency Portals:
    - The Loreto Regional Government, with two ordinances: i) General Regional Managerial Resolution No. 1239-2016-Loreto GR approving General Directive No. 005-2016-GRL-GGR-OEDII of November 09 for organizing and publishing the information on the Loreto Regional Government’s Standard Transparency Portal; and ii) General Regional Managerial Resolution No. 949-2017-Loreto GR approving General Directive No. 015-2016-GRL-GGR-OEDII of June 28 for organizing and publishing the information on the Loreto Regional Government’s Standard Transparency Portal (tacitly striking down the previous legislation).
    - District Municipality of Belén, Municipal Managerial Resolution No. 145-2017-GM-MDB, approving Directive No. 001-2017-MDB-GM for publishing and updating the information on the District Municipality of Belén’s Standard Transparency Portal of April 28.
  - 7 decentralized governments prepared legislative proposals for: i) approval of guidelines in the area of Open Government (2 regional governments and 2 local governments); and ii) promotion of the citizen collaborative oversight of public services (3 local governments). They are broken down as follows:

LEGISLATIVE PROJECT	GOVERNMENT	STATUS
Open Government guidelines for the entities under the regional jurisdiction of San Martín.	San Martín Regional Government	<b>Approved through Regional Ordinance No. 015-2017-GRSM/CR</b>
Open Government guidelines for the entities under the regional jurisdiction of Ucayali.	Ucayali Regional Government	The Office of the Secretary General of the GOREU has presented the legislative proposal to the Ucayali Regional Council.
Guidelines for the incorporation of Open Government actions in managing the District Municipality of Nueva Requena.	District Municipality of Nueva Requena	The Office of the General Manager has issued a report for the Municipal Council.
Guidelines for the incorporation of Open Government actions in managing the District Municipality of Belén.	District Municipality of Belén	The Office of Information Technologies is in the process of formulating a technical report for the Municipal Council.
Guidelines for promoting the collaborative oversight of public services.	District Municipality of Indiana	The legislative projects have been presented to the municipal councils for approval.
	District Municipality of Fernando Lores	
	District Municipality of Mazán	

- ✓ In Loreto, 01 Open Government Network: Transparency in Public Management Chapters have been formed by those responsible for the Transparency Portals and Murals of the governments of the Loreto GGD, through an agreement signed in Iquitos on August 13.

### 3.3. Effective Citizen Oversight Committees Improved and Broadened

The citizen collaborative oversight of public services has been strengthened, as shown by the following results:

- ✓ 31 oversight teams in five departments of the Amazon, made up of 161 people<sup>16</sup> (51 men and 110 women), with strengthened capacities for:
  - Carrying out the collaborative oversight of public services employing the tools proposed by the Program and assumed by subnational governments.
  - Preparing the oversight reports.
  - Presenting and disseminating the results of oversight to the authorities under the management of overseen public services.
- ✓ 18 collaborative citizen oversight teams (04 in Amazonas, 03 in Loreto, 05 in San Martín and 06 in Ucayali) strengthened their capacities for oversight in adopting the “Guide to collaborative oversight for overseers of public services.”
- ✓ Collaborative oversight teams were recognized by the governments:
  - 11 collaborative citizen oversight teams for public services were recognized by the local governments and the Local Education Management Unit for their respective areas. Thus, 30 oversight teams (of a total of 31) are recognized in legislation.
  - 01 collaborative oversight team in Loreto, recognized previously by the local government, was integrated into the Provincial Local Coordination Council.

<sup>16</sup> Overseers in Madre de Dios are included because sustainability actions have been carried out with local governments so that they will provide support to these teams, even though activities in the department have been completed.



PRIORITIZED SERVICE	APPROVED LEGISLATION	ACHIEVEMENT
<b>GROWTH AND DEVELOPMENT CONTROLS FOR CHILDREN UNDER FIVE (CRED) and PRENATAL CARE (APN)</b> <b>AMAZONAS</b>	Mayoral Resolution No. 097-2017-MPC of March 1, 2017.	Recognition to 03 oversight teams in Nieva, KigKis and Huampami (Condorcanqui Province, Amazonas).
	Mayoral Resolution No. 032-2017-MDRS of February 21, 2017.	Recognition to 01 oversight team in Galilea (Río Santiago District, Amazonas)
<b>DISTRIBUTION OF EDUCATIONAL MATERIALS</b> <b>UCAYALI</b>	Local Directorial Resolution No. 5798-2017-UGEL-CP of August 11, 2017.	Recognition to 01 oversight team for educational services in Coronel Portillo Province.
<b>DISTRIBUTION OF EDUCATIONAL MATERIALS AND TEACHER HIRING</b> <b>SAN MARTÍN</b>	Mayoral Resolution No. 073 <sup>a</sup> -2017-A/MPL of March 13, 2017.	Recognition to 01 oversight team for educational services in Lamas Province.
<b>SOLID WASTE COLLECTION</b> <b>UCAYALI</b>	Mayoral Resolution No. 459-2016-MPM of December 13, 2016.	Recognition to 01 oversight team for solid waste collection services in Manantay.
	Mayoral Resolution No. 283-2017-MDCV of October 31, 2016.	Recognition to 01 oversight team for solid waste collection services in Campo Verde.
	Mayoral Resolution No. 215-2016-MDNR of October 25, 2016.	Recognition to 01 oversight team for solid waste collection services in Nueva Requena.
	Mayoral Resolution No. 262-2016-MDY of November 23, 2016.	Recognition to 01 oversight team for solid waste collection services in Yarinacocha.
	Mayoral Resolution No. 782-2016-MPCP of December 14, 2016.	Recognition to 01 oversight team for solid waste collection services in Callería.
<b>GROWTH AND DEVELOPMENT CONTROLS FOR CHILDREN UNDER FIVE (CRED)</b> <b>LORETO</b>	Mayoral Resolution No. 225-2017-MPM of July 18, 2017.	Recognition of the oversight team of Moronacocha as member of the Provincial Local Coordination Council of Maynas.  This oversight team was recognized as such through Mayoral Resolution No. 377-2016-A-MPM of September 8, 2016.

- ✓ The governments of the 05 GGDs of Amazonas, Loreto, Madre de Dios, San Martín and Ucayali have adopted two tools to support collaborative citizen oversight teams for public services: i) Guide to improving the fulfillment of the function of promoting citizen oversight: an orientation for regional and local governments; and ii) Guide to incorporating the recommendations of oversight teams in improving the management of services. In this framework:
- 31 oversight teams or 100% of the teams promoted by the Program will have the support of the subnational governments the Program has worked with.
  - 03 local governments adopted the oversight tools proposed by the Program so that they are applied by the CPVC of their district.

TRANSFER OF COLLABORATIVE OVERSIGHT STRATEGY			
DEPARTMENT	PRIORITIZED SERVICE	OVERSIGHT TEAMS SERVED	COMMITTED STAKEHOLDERS
<b>AMAZONAS</b>	<b>GROWTH AND DEVELOPMENT CONTROLS FOR CHILDREN UNDER FIVE (CRED) and PRENATAL CARE (APN)</b>	Nieva, Huampami, KigKis and Galilea  (04 in Amazonas)	01 Record signed by the Social Monitoring Team (coordinated by the Condorcanqui MP) on January 18, 2017.
<b>LORETO</b>	<b>GROWTH AND DEVELOPMENT CONTROLS FOR CHILDREN UNDER FIVE (CRED)</b>	06 de Octubre  (01 in Belén)	01 Record signed by the District Municipality of Belén on February 23, 2017.
		Bellavista Nanay	01 Record signed by the District Municipality of Punchana and the Bellavista

TRANSFER OF COLLABORATIVE OVERSIGHT STRATEGY			
DEPARTMENT	PRIORITIZED SERVICE	OVERSIGHT TEAMS SERVED	COMMITTED STAKEHOLDERS
		(01 in Punchana)	Nanay Health Establishment on March 09, 2017.
		Moronacocha (01 in Maynas) Tamshiyacu <sup>17</sup>	01 Record signed by the Provincial Municipality of Maynas on February 20, 2017.
		(01 CPVC in Fernando Lores) Mazán (01 CPVC in Mazán)	01 Record signed by the Fernando Lores MD on March 03, 2017.
		Indiana (01 CPVC in Indiana)	01 Record signed by the Mazán MD on May 31, 2017.
		Indiana (01 CPVC in Indiana)	01 Record signed by the Indiana MD on May 31, 2017.
MADRE DE DIOS	SOLID WASTE COLLECTION AND TRANSPORTATION	Tambopata, Las Piedras and Inambari (06 in Tambopata, 05 in Las Piedras and 01 in Inambari)  13 teams	01 Record signed by the Tambopata MP and Las Piedras and Inambari MDs, the Technical Office of MINAM in Madre de Dios, and the Coordination Office for the Fight Poverty (MCLCP) on October 27, 2017.
SAN MARTÍN	DISTRIBUTION OF EDUCATIONAL MATERIALS AND TEACHER HIRING	Lamas, Cuñumbuqui, Zapatero, Tabalosos and Barranquita  05 teams	01 Record signed in a session of the Lamas Participatory Council on Regional Education (COPALE) on June 06, 2017. The Cuñumbuqui, Zapatero, Tabalosos and Barranquita MDs and Lamas MP signed commitments.
UCAYALI	SOLID WASTE COLLECTION AND TRANSPORTATION	Calleria (Coronel Portillo), Manantay, Yarinacocha, Campo Verde and Nueva Requena  05 teams	01 Record signed in a session of the Coronel Portillo Provincial Municipal Environmental Commission on August 04, 2017.
	DISTRIBUTION OF EDUCATIONAL MATERIALS	Coronel Portillo  01 team	01 Record signed in a session of the Ucayali Participatory Council on Regional Education (COPARE) on May 05, 2017.

- ✓ An Open Government Network: Citizen collaborative oversight of public services chapter was formed by officials of the governments of the Loreto GGD who are responsible for promoting citizen participation, through a record signed on July 13.
- ✓ 04 ordinances promoting citizen collaborative oversight were approved in 03 departments of the Amazon, per the following breakdown:

PRIORITIZED SERVICE	APPROVED LEGISLATION	ACTION
AMAZONAS	Regional Directorial Resolution No. 384-2017-Amazonas GR-DIRESA of March 23, 2017.	Approval of the Guide to promoting collaborative oversight of the CRED service. Applicable to all health establishments and networks of Amazonas. This guide also approved 2 Operating Guides to implementation of the CRED and APN services with a gender-based focus.
	Mayoral Decree No. 001-2017-MPC of January 24, 2017.	Approves the Regulations of Ordinance No. 005-2016-MPC <sup>18</sup> with respect to the Guidelines for promoting citizen oversight of the provincial policy to fight chronic infant malnutrition.
MADRE DE DIOS	Ordinance 005-2017-MPT of March 08, 2017.	Approval of the Directive called Promotion of collaborative oversight of solid waste management services.
UCAYALI	Regional Directorial Resolution No. 075-2017-DREU of August 11, 2017.	Approval of Directive No. 004-2017-DREU called "Promotion of citizen collaborative oversight of educational services in the Ucayali Region."

<sup>17</sup> The oversight conducted by the members of the Fernando Lores, Mazán and Indiana CPVCs has been supported by the Fernando Lores, Mazán and Indiana MDs respectively, employing the tools transferred by the Program for oversight of the CRED service.

<sup>18</sup> This ordinance declares the fight against chronic infant malnutrition and anemia a provincial public policy.

- ✓ 38 oversight reports were presented during the year to the governments of the GGD's for improvement of prioritized services:

PRIORITIZED SERVICE AND PURPOSE OF OVERSIGHT	DEPARTMENT	No. OF OVERSIGHT REPORTS FY5-2017
<b>SOLID WASTE COLLECTION AND TRANSPORTATION</b>	UCAYALI (Oversight Processes No. 13 to 16)	20 <sup>19</sup>
	MADRE DE DIOS (Oversight Process No. 9)	3 <sup>20</sup>
<b>DISTRIBUTION OF EDUCATIONAL MATERIALS</b>	SAN MARTÍN (Oversight Process No. 5)	2
	UCAYALI (Oversight Process No. 1)	1
<b>TEACHER HIRING</b>	SAN MARTÍN (Oversight Process No. 2)	1
<b>GROWTH AND DEVELOPMENT CONTROLS FOR CHILDREN UNDER FIVE (CRED)</b>	AMAZONAS (Oversight Process No. 4)	4
	LORETO (Oversight Process No. 5)	3
	LORETO (CPVC Oversight Process No. 1)	3 <sup>21</sup>
<b>PRENATAL CARE</b>	AMAZONAS (Oversight Process No. 2)	1
<b>TOTAL</b>		<b>43</b>

As a result of the presentation of the collaborative oversight reports, the governments of the GGD:

- i) improved their ties with citizens in dialoguing with them on matters of interest to them in a collaborative environment;
- ii) assumed commitments, each government providing support to the teams in accordance with its position with respect to the oversight<sup>22</sup> so that the teams could continue the work of collaborative oversight, as in the case of the municipalities de San Martín (Zapatero, Cuñunbui, Tabalosos, Barranquita and Lamas), which set aside financial resources for the functioning of the oversight teams;
- iii) had important inputs for timely decision-making in the management of overseen services with respect to promptness, coverage and quality (for example, educational materials distribution in San Martín and modification of solid waste collection routes in Ucayali and Madre de Dios); and
- iv) encouraged a culture of social control and coordination, contributing to good governance.

<sup>19</sup> Oversight Report No. 17 received technical assistance from the Coronel Portillo Municipal Environmental Commission, based on the sustainability strategy.

<sup>20</sup> Reports presented up to October 2016.

<sup>21</sup> The Indiana, Mazán and Fernando Lores MDs have adopted the oversight tools proposed by the Program and have implemented them, encouraging the members of the CPVCs of their districts to oversee the CRED service.

<sup>22</sup> If the government is the party who will be managing the service and, consequently, will be the body who will be subjected to oversight, it must provide publicly accessible information so that the oversight teams will know more about the services and improve the quality of their oversight. If the government is interested in supervising the delivery of the service, it will provide all the logistical support and technical assistance necessary for carrying out oversight, the systematization of the compiled information and the presentation of the reports.

## 4. CROSS-CUTTING THEMES: SOCIAL INCLUSION, GENDER AND INTER-CULTURALISM

The results achieved in integrating a focus on gender sensitivity, interculturality and social inclusion for the improvement of public services are in the form of studies, communicational tools, programs, capacity-strengthening actions, and the production of legislation, among others. The achievements obtained for FY5 2017 are as follows:

### • GÉNERO

- The Congressional Commission on Women and Family, with the technical assistance of the Program, prepared the 2017 Gender Diagnostic for the Amazon Region. With this diagnostic (and the diagnostic conducted in 2013 with the MIMP), the Commission now has an important tool for the fulfillment of its functions of legislation, representation and oversight of the entities responsible for reducing the gender gap in the Amazon:

The results of the second gender diagnostic were disseminated in: i) Two public presentations in Pucallpa and in Lima, in partnership with the MIMP; ii) Four Web resources: the SGP/PCM Knowledge Management Platform, the ProDecentralization Program website (<http://prodescentralizacion.org.pe/assets/Diagnostico%20de%20GJanuary%20en%20la%20Amazonia.pdf>), the website of the Congressional Commission on Women, and the website of Congresswoman Indira Huilca; iii) the distribution of the summarized version of the Diagnostic (print version) to key entities; and iv) inclusion of the Diagnostic in the Status Report presented by Congresswoman Indira Huilca at the end of her term as President of the Commission on Women and Family, <http://www.indirahuilca.pe/balance-de-la-comision-de-mujer-y-familia/>

- The Ministry of Women and Vulnerable Populations (MIMP)'s role in directing gender equality policies was strengthened with the Program's technical assistance. Thus, the MIMP:
  - Has a technical proposal for the creation of the Gender Equality Fund. When the proposal is approved, regional and local governments may access resources for reducing gender gaps. The proposal was presented to the Ministry of the Economy and Finance (MEF) by the MIMP in July, 2017. It is important to mention that the proposal was also presented by the President of the Commission on Women, Congresswoman Indira Huilca, on November 25, 2016, before the Congressional Budget Commission so that it could be integrated into the legislative project for the 2017 public budget.
  - Took over the "Program for Strengthening the Capacities of Women Leaders" prepared by ProDecentralization and validated in Condorcanqui with women leaders using the Juntos social program. As part of this adoption process the MIMP assumed: i) printing and publication of the program, ii) strengthening of the capacities of 35 officials (30 women, 05 men) of the Ministry for management of the program and promoting its application by regional and local governments through their social development managers or offices.
- Governments of the GGD of five departments (Amazonas, Loreto, Madre de Dios, Ucayali, San Martín and Ucayali) integrated a gender-based focus on actions to improve their institutional capacities for the effective delivery of public services. Thus, the local governments:
  - Have a "File for analyzing and evaluating gender descriptors," as a supplemental tool to the "Institutional Capacities Diagnostic." This file enriches the instructions on how to apply the diagnostic in a way that facilitates the understanding and evaluation of gender indicators.
  - 100% of the governments of the articulation spaces (GGD) of Amazonas, Loreto, San Martín and Ucayali have the results of the Gender-Based Institutional Capacities Index (ICIG in Spanish). The tool was applied for three consecutive years (2015, 2016 and 2017).
  - The Condorcanqui MP included variables and gender indicators in the formulation of the vision and strategic objectives of the Coordinated Local Development Plan.
  - Capacities were strengthened among:

- 24 officials (20 men, 04 women responsible for preparing the Coordinated Local Development Plan of Condorcanqui and Río Santiago) in the formulation of strategic variables and gender indicators.
  - 30 officials (10 women, 20 men) of the Huampami and KigKis Health Centers and 20 officials (11 women, 9 men) of the Nieva and Galilea Health Centers with respect to shared family responsibilities, masculinity constructs and gender-based violence, in the framework of the implementation of their projects to improve the quality of CRED and APN services.
  - 60 officials (25 women, 35 men) of the Huampami, Nieva, Galilea and KigKis Health Centers with respect to care and prevention of family violence in CRED and APN services, in the framework of the implementation of “Intersectoral guidelines for the care and prevention of family violence in CRED and APN services.”
  - 4 CRED and APN service managers of the KigKis and Huampami Health Centers, for the replication of training in shared family responsibilities, masculinity constructs and gender-based violence.
- Regional and local legislative framework improved through approval of 03 ordinances.
- *Sectoral Regional Directorial Resolution No. 384-2017 – Amazonas Regional Government/DRSA* (March 23, 2017), approving three Operating Guides for improving the quality of CRED and APN services from a gender-based focus and promoting collaborative oversight: i) Operating Guide to promoting the collaborative oversight of CRED Service, ii) Operating Guide to integrating a gender-based focus in the outpatient consultation of Prenatal Care (APN), and iii) Operating Guide to integrating a gender-based focus on outpatient consultation for CRED Control.
  - Sub Regional Managerial Resolution No. 0172-2016-Amazons Regional Government/GSRC (November 7, 2016) approving the technical document “Guidelines for intersectoral care in family violence prevention and care in CRED and APN Services at the provincial level.” The resolution provides for orientation of the staff of CRED and APN services for the prevention and care of family violence and establishes mechanisms for coordination among Health Establishments, Micronetworks, Health Centers, Regional Government, local governments, the Women’s Emergency Center (CEM) of Condorcanqui, and other institutions of the Province.
  - The Río Santiago MD issued Municipal Memorandum No. 073-2016 (November 22) launching the “Women, Children and Adolescents Hour” radio program in the framework of the approved mayoral resolution creating a radio program for the women of Río Santiago (Mayoral Resolution No. 061-2016-MDRS/ALC).
- The Amazonas – Condorcanqui Territorial Unit – Juntos UTAC:
- The “Program for Strengthening the Capacities of Women Leaders” was implemented and adopted as a work tool. The UTAC included the Program for Strengthening the Capacities of Women Leaders as a training component to be worked on with the users of the social program.
  - 25 local managers and territorial coordinators of the Juntos UTAC strengthened their capacities in the areas of mainstreaming the gender-based focus, promoting shared family responsibilities, new masculinity constructs and women’s empowerment, through managing the tools included in the Program for Strengthening the Capacities of Women Leaders (materials for participants and facilitation guide).
- Capacities for exercising women’s leadership were strengthened. Achievements in this area include the following:
- Regional councilwomen from Amazonas presented legislative proposals to promote the effective application of the gender-based focus: i) modification of the ROF and changes to the structure of the Office of the Regional Social Development Manager, so that the proposal includes the creation of a unit and/or function for mainstreaming the gender-based

focus, ii) updating of the Amazonas Regional Equal Opportunity Plan, iii) Ordinance against political attacks.

- The Amazonas Women Authorities Network (REDMUAA in Spanish) prepared a report on the 2016 Work Plan and is formulating its 2017 Work Plan.
- Authorities assumed commitments to promote the advancement of women, signing an agreement at the conclusion of the “*Provincial Forum: Achievements and challenges for the advancement of women in Condorcanqui*.” 50 people participated in the Forum, including authorities, officials, NGO representatives, and social leaders.

## • INTER-CULTURALISM

- The implementation of the “Guide to Culturally Pertinent Public Services” (for application of the intercultural focus in the management of public services) was completed in three departments: in Amazonas at two Health Centers of the Province of Condorcanqui - Amazonas: Galilea and Nieva; in Loreto at the Regional Health Directorate and the District Municipality of San Juan Bautista; and in Ucayali at the Coronel Portillo UGEL and the District Municipality of Nueva Requena in Ucayali. In all of these locations, the official translation of over 250 terms and phrases from Spanish into various indigenous languages (a total of 07 languages: Kukama–Kukamiria, Bora, Awajun, Wampis, Ashaninka, Shipibo-Konibo and Yine), the social validation of intercultural signage, and the placement of signboards were carried out, among other activities.
- The capacities of 123 officials and executives were strengthened with respect to creating a focus on interculturality and improving customer service with cultural pertinence: 23 officials (9 women, 14 men) in Amazonas; 21 officials (13 women and 08 men) in Loreto; and 79 officials (42 women and 37 men) in Ucayali.
- A Citizen Customer Service Protocol with an intercultural focus was approved for the Coronel Portillo UGEL through Local Directorial Resolution No. 005667-2017-UGEL.CP which will not only provide support in the work of improving customer service to citizens but will also serve as a guide for the deployment of the UGEL teams to indigenous communities.
- The written and oral translations of the document called Agenda Perú 2030 into three indigenous languages (Awajun, Wampis, and Shipibo-Conibo) were completed in partnership with the CEPLAN and in coordination with the Ministry of Culture.
- The partnership with SERVIR has published the “*2016 Study on Local Governments: main findings on knowledge of indigenous or native languages*.” The results of this publication will orient local governments in their efforts to operationalize mandates for public services to have intercultural pertinence.

## • SOCIAL INCLUSIÓN

- The experience of “Advocacy, design and approval of public policies to support LGBT rights Loreto-Perú” promoted by the Esperanza Homosexual Community for the Loreto Region (CHERL in Spanish) was systematized. CHERL’s experience shares the process of preparing and developing regional and local ordinances against LGBT discrimination in conjunction with the Loreto Regional Government, Provincial Municipalities of Loreto-Nauta and Maynas, and District Municipalities of Belén and San Juan Bautista. A complete version (illustrated and digitalized) and summarized version (illustrated and digitalized) of this systematized experience have been published.
- The experience was disseminated through different means: i) a public presentation in Loreto (March 1), ii) a “Celebration of Achievements” ceremony in Loreto (July 14), iii) the Knowledge Management Platform of the PCM, iv) a photographic presentation at the Program’s stand at the GORE Ejecutivo (August 21), and v) a photographic presentation during the “*From Practice to Policy: Decentralization in the Service of People*” dialogue (September 19).



## 5. STRATEGIC ALLIANCES

ProDecentralization strengthened its partnerships with regulatory agencies, USAID projects, the donor community, associations of subnational governments, and private enterprises that see the Program as a strategic ally in improving decentralized administration for more effective delivery of public services, especially in the Amazonian region. The main focus of these partnerships was the transfer of products and resources produced by the Program for the purpose of guaranteeing the sustainability of the changes made to improve services. The Program highlights work done through the following alliances:

### Working on Task 1: Improved Policy-Regulatory Framework

Program progress in this area is the result of coordinated efforts in conjunction with:

- Presidency of the Council of Ministers through the Secretariats for Decentralization and Public Administration, Demarcation and Territorial Organization and Social Management and Dialogue, the National Civil Service Authority-SERVIR; the National Center to Assess, Prevent and Reduce Disaster Risk and entities with whom the Program has joined forces to make progress in implementing the decentralized management of national public policy.
- The Ministries of Education, Development and Social Inclusion, Women and Vulnerable Populations, Culture, Economy and Finance, especially the Public Contracting Oversight Body (OSCE in Spanish), Commerce and Tourism and Environment for transferring the experience of implementing intergovernmental articulation mechanisms and the application of three tools: Institutional capacities diagnostic, plans for improving public sanitation services and citizen satisfaction surveys.
- Peruvian Congress:
  - i. Decentralization and Modernization of the Congressional Committee, especially the Work Group on Fiscal Decentralization.
  - ii. Commission on Women and Family, for the purpose of promoting debate and decision-making in the interest of reducing gender gaps in the Amazon.
- Group for Decentralizing and Modernizing International Cooperation (made up of AECID, USAID, UNDP, European Union Delegation, SECO, FSSP/Pro Gouvernance of Canada, UNICEF, GTZ/Embassy of Germany and USAID). The USAID ProDecentralization Program provided technical assistance to the Group to systematize for the purpose of housing the products prepared by its programs and projects in the Knowledge Management Platform of the PCM (a total of over 250 resources).
- The Program forged other partnerships during this period as well, including with:
  - i. National Assembly of Regional Governments (ANGR in Spanish).
  - ii. Pontificia Universidad Católica del Perú: Departments of Architecture and Social Sciences.
- In addition, the Program started collaborating with the Esperanza Homosexual Community of Loreto to support them in disseminating the systematization of their experience with integrating LGBTQ rights into regional and local regulations.

### Working on Task 2: More Efficient Sub-national Governments

- **Health:** In Amazonas and Loreto with their Regional Health Directorates (DIRESAs), Health Networks and Health Centers of the regional governments in implementing improvements in health services that address chronic infant malnutrition (CRED and APN). There were joint efforts with the NutriWawa Program and JUNTOS social program within the Ministry for Development and Social Inclusion (MIDIS). Based on conditions in the Amazonas GGD, the Program set up coordination mechanisms with the Ministries of Health (MINSA), Economy and

Finance (especially *Conecta* MEF), and Women and Vulnerable Populations (MIMP). In addition, the Program worked with the National University of the Peruvian Amazon in Loreto (UNAP).

- **Education:** Close coordination with the Decentralized Management Division (DIGEGED in Spanish) and the Management Education Directorate, the San Martín Regional Department of Education (DRE in Spanish) and the Ucayali DRE and Coronel Portillo Local Education Management Unit (UGEL) in the implementation of improvements in education management in Ucayali. Also, the regional directorates of Health, Agriculture, Transportation and Communications, and Energy and Mines of the Ucayali Regional Government and the Instituto Superior Pedagógico Bilingüe Yarinacocha (Yarinacocha Bilingual Institute of Advanced Education). With the Ministry of Culture, the Program coordinated the design and implementation of signage in Shipibo-Conibo and Ashaninka in the Coronel Portillo UGEL of Ucayali. With the Piura Regional Government (Morropon DRE and UGEL) in the implementation of a return internship in education. With the National University of Ucayali and the Peruvian Catholic University for the development of the diagnostic for the educational materials and resources management process in the Province of Coronel Portillo – Ucayali.
- **Environment:** Close coordination with the Ministry of the Environment (MINAM in Spanish), including the Vice Ministry of Environmental Management, General Directorate of Solid Waste, Directorate of Environmental Education and Citizenship, MINAM +CAF Program and GGD member governments in Madre de Dios and Ucayali for promoting the fulfillment of environmental management targets under the Municipal Incentives Plan and the participation of the Ucayali and Madre de Dios teams in the Internship Program. In addition, in the implementation of the return Internship, the ProDecentralization Program has begun collaborating with the Municipalities of Concepción (Junín) and Santiago de Surco and San Borja in Lima. In Ucayali, the Program has joined forces with the eastern division headquarters for the decentralized offices of SERNAM, OEFA, ANA and ARAU in Ucayali, the Regional Directorate of Foreign Trade and Tourism (DIRCETUR in Spanish), the Ministry of Foreign Trade and Tourism (MINCETUR in Spanish), Institute for Research of the Peruvian Amazon (Yarinacocha-Coronel Portillo IIAP), Directorate of Forest Management and Fauna, National Institute for Natural Resources (INRENA in Spanish), the Supervisory Body for Investment in Energy and Mines (OSINERGMIN in Spanish), Administrative Water Authority IX - Ucayali, Health Directorate (DISA in Spanish), Regional Directorate of Housing, Construction and Sanitation of the GOREU, Ucayali Regional Education Office (DREU), Local Education Management Unit (UGEL) of Coronel Portillo, National Superintendency of Sanitation Services (SUNASS in Spanish), Superior Court of Ucayali, Public Prosecutor, Office of the Ombudsman (Pucallpa Office), Peruvian Navy and National Police of Peru. Also, in the private sector: the Chamber of Commerce, Industry and Tourism, Empresa Credi Vargas, Centro Recreacional “El Encanto,” Asociación de Botes Turísticos “Los Delfines,” Láser, Viajes y Turismo Pucallpa S.C.R.L., Cosesa Inversiones S.A.C, Agro Foresterías Sostenibles, Centro Recreacional El Rancho, Electro Ucayali and Emapacopsa. Association of Environmental Engineering Graduates of Ucayali, Association Mai Metza, University Environmental Network (RUA in Spanish), Ciudad Limpia (Clean City) Recycling Association, InterQuorum Ucayali Network and Biodiversity Volunteers, JUCA and 10 volunteer citizens (04 women, 06 men) and the Newspaper Sellers’ Union of Yarinacocha. Public and private educational institutions of Coronel Portillo (Saco Oliveros, Augusto Salazar Bondi, Nuestra Señora de Guadalupe, Comercio, El Arenal, Nueva Requena, San Fernando, Sollería, Miguel Grau, La Inmaculada, Comercio, Premium College, San Pablo, Odicio Roman, and Alfredo Vargas Guerra), National University of Ucayali, National Intercultural University of the Amazon, Universidad Alas Peruanas, Los Ángeles de Chimbote University, Private University of Pucallpa, Swiss Public Institute of Advanced Technology, Advanced Technological Institute (TEC in Spanish), Eduardo Meza Saravia School of the Arts, National Industrial Work Training Service (SENATI in Spanish), Professional College of Biologists. In Madre de Dios with the Madre de Dios MCLCP.
- In capacity strengthening, the Program reports the following progress: Synergy achieved through promotion of dialogue, strengthening collaboration with the Secretariat of Social and Dialogue Management (formerly the National Office for Dialogue and Sustainability ONDS-PCM) for the implementation of the Training Program for Dialogue and Conflict Management.

- With the 26 governments that form part of the Decentralized Management Groups (GGD) in the five departments of the Amazon for strengthening of institutional capacities and improvement of prioritized services. Also, with the 10 local governments included in the expansion of the local education management strategy, implemented by the Regional Government of San Martín.

### **Working on Task 3: Improved Transparency Mechanisms and Citizen Participation**

The Program reports that progress has been made during this period with the following partnerships.

- Office of the President of the Council of Ministers through the Secretariat for Public Administration (SGP/PCM).
- Coordinated activities with Office of Transparency, Public Ethics and Anticorruption of the MINEDU (OTEPA-MINEDU)
- Collaborative work with the Decentralized Public Defender's Offices in Ucayali, Madre de Dios and Loreto to promote open government.
- Work with the ANGR in formulating orientation for regional governments on managing transparency.
- The Program reports a successful partnership with the MIMP in working on gender issues.

## **6. COMMUNICATIONS**

Communication actions have been based on the Program's exit strategy. A focus was placed on: i) providing support in reinforcing the national policy on improving institutional capacities and prioritized services for each GGD, ii) the Program's organized exit in Amazonas, Loreto, Ucayali and San Martín through the "celebration of achievements" ceremonies that have been held, and iii) the formal transfer of tools (resources) produced by the Program:

- ✓ Materials were produced to promote and facilitate the implementation of policies on intergovernmental articulation, LGBT rights and the gender gap, with the following:
  - 09 illustrated documents were published:
    - "Guidelines for Intergovernmental Relations between the Education Ministry and regional and local governments" (1000 copies). Distribution was assumed by the MINEDU.
    - Complete and summarized versions of "Advocacy, design and approval of public policies to support LGBT rights – Loreto, Peru." The complete version was published in digital format and the summarized version was published in digital and print format (500 copies). Distribution and dissemination were assumed by the CHERL Community.
    - "Annual Report on the Decentralization Process in Peru 2016," developed by the Secretariat for Public Administration of the PCM with the methodology transferred by the Program. Published in digital format in complete and abbreviated versions. The abbreviated version was printed (500 copies).
    - Complete and summarized versions of "2017 Gender Diagnostic for the Amazon Region," in coordination with the Congressional Commission on Women and Family. The complete version was published in digital format and the summarized version in digital and print format (500 copies). The material was utilized in the activities for presenting the results in Pucallpa (09/02) and Lima (09/29). It was also disseminated through 7 interviews in the media in Pucallpa (5 on television, 1 on the radio, 1 in the press) and one newspaper article in regional and local media outlets.
    - "Transparency Murals. Manual for disseminating public information through periodic Transparency Murals," in coordination with the Office of the Public Defender. Distribution

- of the digital and print versions (500 copies) was assumed by the Office of the Public Defender.
- “Orientative guide to improving transparency processes in regional governments. Standard Transparency Portals.” The diagrams in the digital version were updated.
  - “Program for Strengthening the Capacities of Women Leaders,” with diagrams. The MIMP was in charge of distributing the print version.
  - “Citizen collaborative oversight for better public services and accountability of decentralized governments, based on the experience of regional and local governments of the Amazon, 2013-2017.” Includes diagrams.
  - “Orientative guide to improving transparency processes in regional governments: Standard Transparency Portals” (the diagrams in the digital version were updated).
- 2 user-friendly materials orienting local and regional authorities and officials on how to carry out contracting and procurement in an emergency context due to natural disasters caused by El Niño, prepared in coordination with the Public Contracting Oversight Body (OSCE in Spanish): i) One informative brochure on government contracting in emergency situations and ii) a video on the same subject, both disseminated by the OSCE (website):
- ✓ Materials for informing, facilitating and promoting continuity of public service improvements achieved by the governments of the Decentralized Management Groups.
- Subnational governments have **photographic records of** decentralized management for improving priority services in Amazonas (204 images), Loreto (148) San Martín (154) and Ucayali (217). These photographs were utilized in developing communicational materials as presentations in public spaces, brochures, videos and presentations in 4 departments and in Lima, and have been transferred (“communicational kit”) in the toolbox along with other documents to the governments involved.
  - 6 short videos were prepared for sharing the experience of decentralized management, strengthening institutional capacities, improving public services, and promoting collaborative oversight in 4 departments using photographs as a resource: i) **“For a Good Start to the School Year,”** showing the improvements that have been made in the process of distributing educational materials and resources in the Province of Lamas, San Martín; ii) **“In Amazonas, Health Services are Improving,”** which tells of the improvements made to CRED and APN services in Condorcanqui and their contribution in the fight against chronic infant malnutrition, iii) **“Loreto United Against Malnutrition,”** which recaps the experience of improving CRED service, iv) **“Ucayali, clean and healthy cities,”** showing the experience of improving comprehensive solid waste management in 5 local governments, v) **“Transparency Murals,”** vi) **“Women Leaders in Condorcanqui,”** Amazonas, validated by the Women’s Emergency Center (MIMP), the Juntos Program Territorial Unit of the MIDIS and the Social Monitoring Committee and disseminated at the “Achievements and Challenges for the Advancement of Women in Condorcanqui” forum.
- These low-cost products have been disseminated through the websites or social networks of the governments involved, at presentations and at ceremonies to celebrate achievements in the framework of the Program’s exit strategy.
- A total of 35 press releases prepared by the governments of the Decentralized Management Groups, sharing the progress and results achieved by governments in the improvement of public services.
  - Over 25 interviews of local stakeholders of the GGDs, disseminating improvements in public services and in decentralized management.
- ✓ In the framework of the transfer of learning and tools (resources) produced by the Program:
- The experience of USAID’s contributions to decentralization in Peru was made available to public and private entities through the systematization, diagramming and publication of the “Decentralization in the Service of People – Contributions of USAID” document, digital and print versions (1000 copies).

- Sectors, decentralized governments (regional and local), and non-governmental organizations have the “Decentralization in the Service of People – Resource Catalog” document, which contains technical summary files, links and a CD with the Program’s publications (2012 – 2017). It includes documents analyzing and tracking the process of decentralization and decentralized management, tools for developing and strengthening capacities, improvement of public services, and the systematization of the program. Digital and print versions (1000 copies).
  - The renewed Knowledge Management Platform of the Secretariat for Public Administration of the PCM, with the Program’s assistance, included over 250 documents such as tools, good practices, studies and reports prepared by international cooperation entities participating in the Government Decentralization and Modernization Group and by public entities. The publications include those released by ProDecentralization. <http://www.gestionpublica.gob.pe/gestion-del-knowledge/>
  - 8 officials (04 women and 04 men) of the OSCE Office of Institutional Image and Capacities Development strengthened their capacities for preparing user-friendly materials and have two proposals for guides (related to the promotion of transparency in committees for selecting public works providers) that will be utilized in upcoming videos produced by the Supervisory Body.
- ✓ External and internal public access to information and materials on the decentralization process produced or promoted by the Program:
- The Program’s website reported 11,808 visits and 8,977 new visitors for the period of October 2016 - September 2017. The most popular pages were the Home page with 2,292 visits, “OSCE Public Works Contracting Manual, Module II” with 2,541 visits, and the Publications page with 624 visits. 35.03% of visitors were adults between the ages of 25 and 34 and 20.53% were adults between the ages of 35 and 44; broken down by gender, 44.6% of visitors were men and 55.4% were women.
  - Publication of 88 editions of the Decentralization Bulletin, presenting a selection of the most important news in the media for analysis by teams in the departments and Lima.
  - Weekly Bulletin for USAID: 49 bulletins were published over the past year on planned and upcoming activities and major political issues.
  - Legal Supplement: Education. Decentralized management, status report and challenges. Published on September 12, 2017, with a run of 10,000 copies and distribution to all public entities at the national level.

## 7. MONITORING AND EVALUATION

### • Performance Monitoring Plan - PMP

Monitoring of the Program’s activities over the past year focused on fulfillment of the Program’s results and goals to ensure that the services prioritized by the governments of the GGD’s yielded concrete results for the population of the Amazon region. The Program gathers evidence of the results, which is reported with respect to each indicator in accordance with the Performance Monitoring Plan – PMP.

#### Indicators and Targets:

- ✓ Of the 33 indicators contained in the updated PMP for November 2016, 19 had goals established for the fifth and final year of the Program. **The Program achieved or exceeded the goals set for these 19 indicators.**
- ✓ Some of the most notable results are as follows:
  - ✚ **Indicator 16: Number of public entities belonging to Decentralized Management Groups which institutionalize and implement improved instruments for management of public services.** 22 decentralized governments out of a total of 23 (96%) belonging to Decentralized



Management Groups institutionalize and apply the Institutional Capacities Diagnostic (FOCAS) instrument developed and transferred by the Program.

- ✚ **Indicator No. 17: Number of days needed to distribute educational materials.** The Lamas UGEL in San Martín succeeded in reducing the number of days needed for distributing educational materials from 24 days in 2016 to 10 days in 2017. No specific goal was set for this year.
- ✚ **Indicator 18: Percentage of supported Health Centers that have reduced the wait time for users of the CRED service.** 91% (10 of 11) of Health Centers in Amazonas (4: Nieva, KigKis, Galilea and Huampami) and Loreto (6: Moronacocha, Mazán, Belén, Bellavista Nanay, Indiana and Tamshiyacu) have reduced wait time in relation to 2016 for users of the Growth and Development Controls for Children under Five (CRED) service.
- ✚ **Indicator No. 21: Percentage of supported Health Centers that have increased the number of pregnant women receiving prenatal care services prior to the 14<sup>th</sup> week of pregnancy.** 75% of supported Health Centers in Condorcanqui (3 of 4) succeeded in increasing the number of pregnant women receiving early prenatal care (prior to the 14th week of pregnancy) by over 15% in comparison to 2016.

The achievements for each indicator are presented in the *Annual Performance Indicator Report* for FY5 2017, which is attached to this report (Annex 2.1)

- ✓ During the fifth year of the Program, the *Monitoring and Evaluation Plan*-PMP was updated in terms of the adjustments made as a result of the USAID ROAA PER 086/2016 memorandum and the proposal submitted by TT/ARD for the Budget Realignment, which had a direct impact on the Plan. 7 indicators were adjusted as follows: increasing the goal for year 5 (number of policies and laws on the national level), updating the number of governments receiving USAID support in Year Five, a reduction in % improvement in average performance in the Institutional Capacities Index (ICI) of governments in Amazonas due to early closure, a reduction in % increase of women accessing APN service in a timely manner in Amazonas due to early closure and elimination of this goal for Year 5 (regional governments adopting mechanisms for managing social conflict). USAID approved the updated PMP on December 02, 2016.
- ✓ Monitoring of the Program's results utilized and strengthened the tools designed for that purpose: i) application of the Institutional Capacities Diagnostic (FOCAS) tool; ii) plans or instruments for improving prioritized services; iii) surveys to determine the population's perception of public services prioritized by the GGD's; iv) monitoring visits in the field and v) registration and filing of means of verification (evidence).

## • Information submitted to USAID

Various requests for information within USAID were answered and a total of **49 weekly reports** were sent out.

Requests were answered through interviews and sending the information requested by teams in charge of the study: *Development of capacities in selected USAID projects*.

In the framework of the process of the Program's final performance evaluation by the USAID/Perú Evaluations Project, through the company Apoyo Consultoría, the Program's technical team participated in different meetings with the consulting firm to provide information on the design, focus, methodology, instruments, and activities carried out to support the decentralized governments of the GGD's for improving the decentralized management of selected services in the targeted departments, and all of the information requested by the company Apoyo Consultoría was provided. A total of 316 documents were sent on request.

The documents and publications produced by the Program in 2017 were presented to USAID's Development Experience Clearinghouse (DEC).



Information on the training conducted by the Program was entered into USAID's **TraiNet** system each quarter. The entered information refers to capacity-strengthening activities with duration of more than 16 hours or two days.

- **Annual Work Plan**

The *Program Work Plan for FY5 2017* is a result of the participatory strategic planning process that took place in the Program's final year. It integrates the management priorities of the country's current national administration based on logic of knowledge transfers and sustainability for improving the quality of public services at the national, regional and local levels. This plan also integrates the Program's exit strategy, which is noted for being progressive, transparent, and oriented toward the reinforcement and dissemination of results.

- **FY2017 Deliverables for Year Five**

The program fully met or exceeded its ambitious Year 5 deliverables schedule. In total, the Year 5 deliverables schedule included **13** deliverables or approximately *one deliverable for every 20 work days*. The project exceeded this demanding schedule by submitting **12** of the deliverables before their due date and **1** of the deliverables on the target date. No deliverables have been submitted after the deadline.

The deliverables were distinguished by their notably high level of quality, requiring few or minimal modifications prior to their acceptance by USAID. Relevant deliverables were publicly disseminated to key counterparts and beneficiaries who publicly complimented their relevance and quality.

Details on the deliverables and the date of presentation and approval by USAID are presented as an annex to the report under matrix 3.3



# ANNEXES



# I. SUCCESS STORY:

## CLEANUP CAMPAIGNS INCLUDED IN PUBLIC CELEBRATIONS IN UCAYALI



*Volunteers, authorities and the general public participate in local public sanitation and environmental education campaigns*

***“We’re acting to make this sustainable... working on environmental education campaigns through an ongoing process where all local institutions and civil society interact with one another”***

*Engineer. Montenegro Pardo Sifuentes  
Director of Environmental Education  
Regional Environmental Authority  
Ucayali Regional Government*

In Ucayali, Peru, massive crowds of people gathering in public spaces on holidays like the Peruvian National Holidays, the Festival of San Juan or Christmas have posed different kinds of problems over the years: i) financial, because municipalities were exceeding their public sanitation budgets in hiring extra staff and purchasing more fuel to collect the garbage left behind after these celebrations; ii) environmental, because the waste deposited in rivers or other natural spaces were and are difficult to recover and permanently affect the ecosystem and beauty of the area this issue is compounded with reduced air quality resulting from the burning of dolls during New Year celebrations; and iii) health, because the decomposition of waste was creating infectious focal points for the spread of pandemic diseases like dengue fever or the chikungunya virus.

Since 2015, the governments of the intergovernmental articulation space made up of the Ucayali Regional Government (GOREU), the Provincial Municipality of Coronel Portillo and the District Municipalities (MD's) of Manantay, Yarinacocha, Campo Verde and Nueva Requena, with the technical assistance of the USAID ProDecentralization Program, have been taking measures to tackle the problems caused during these holiday festivals, implementing the **“For a Clean Festival of San Juan”** campaign which has been reporting notable achievements every year since. Thus, in 2017, over 800 people got involved in the campaign, succeeding in building environmental awareness among over 30,000 citizens and helping to collect 50 tons of solid waste produced during the week of the festival.

Starting in 2017, using the same methodology and on their own initiative, the MD's of Manantay and Yarinacocha have implemented two similar campaigns with the collaboration of environmental associations, private companies, volunteers and others: i) **“For Clean Peruvian National Holidays,”** led by the Manantay MD in coordination with the University Environmental Network and the pro-environment association Maimetsa, arranging activities in five human settlements and building awareness for over 5,000 people, ii) **“A Clean Christmas and New Year,”** led by the Yarinacocha MD, which arranged activities in three human settlements with the collaboration of three educational institutions and the Coronel Portillo UGEL and built awareness among approximately 4,000 people.

Thanks to the concerted efforts of the governments, the participation of other public and private entities, and the voluntary cooperation of citizens in general, today the decentralized governments of Ucayali no longer need to spend additional resources / additional money out of their budgets during holiday celebrations in the departments, local landscapes and ecosystems stay clean after the celebrations are over, and the accumulation of trash placing public health at risk is avoided.

Also in 2017, the Ministry of Foreign Trade and Tourism (MINCETUR in Spanish) actively participated in implementing the “For a Clean Festival of San Juan in Ucayali” campaign and replicated the experience in cleanup campaigns that took place during the celebration of the anniversary of Huánuco and other festivities in Cuzco, expanding the experience to other territories.

To guarantee the sustainability of these initiatives, the Ucayali Regional Government is in the process of approving an ordinance recommending the implementation of environmental awareness-building and education campaigns during all large celebrations in the region's municipalities.





## II. REPORTS

- 2.1 ANNUAL PERFORMANCE INDICATOR  
REPORT FY5 2017: OCTOBER 2016 –  
SEPTEMBER 2017
- 2.2 ENVIRONMENTAL MITIGATION REPORT –  
EMR FY5 2017
- 2.3 SUMMARY OF THE DIALOGUE MEETING:  
FROM PRACTICE TO POLICY.  
DECENTRALIZATION AT PEOPLE SERVICE
- 2.4 PHOTO RECORD
- 2.5 FINANCIAL ANNUAL REPORT FY5 2017



# III. MATRIXES

- 3.1 CONTRIBUTIONS LEVERAGED FROM THE PUBLIC SECTOR, PRIVATE SECTOR OR NATIONAL PUBLIC FUNDS
- 3.2 FLASH OPNION POLLS ON CITIZENS PERCEPTIONS OF PRIORITIZED SERVICES
- 3.3 DELIVERABLE MATRIX FY5 2017
- 3.4 ANNUAL SUMMARY MATRIX OF CAPACITY STRENGTHENING AND TECHNICAL ASSISTANCE
- 3.5 CONSOLIDATED ANNUAL MATRIX OF WORKSHOP AND NUMBER OF PEOPLE TRAINED
- 3.6 CONSOLIDATED ANNUAL MATRIX OF TECHNICAL ASSISTANCE AND NUMBER OF PEOPLE ASSISTED.
- 3.7 LIST OF CONSULTANCIES COMPLETED IN FY5: OCTOBER 2016 – SEPTEMBER 2017